



# Islands Trust Council

## Decision and Information Items Agenda

**Date:** Tuesday, December 8 - Thursday, December 10, 2015

**Location:** Harbour Towers

345 Quebec Street, Victoria, BC

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|                                                                                                                                                                                                                            | Pages    |
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| 2.1 Director of Local Planning Services Report                                                                                                                                                                             | 31 - 32  |
| 2.2 Local Planning Committee Work Program Report - Decision                                                                                                                                                                | 33 - 33  |
| <i>That the Islands Trust Council approve the top priorities of the Local Planning Committee Work Program Report.</i>                                                                                                      |          |
| 2.3 Bylaw Enforcement Report - Briefing                                                                                                                                                                                    | 34 - 38  |
| <b>3. EXECUTIVE</b>                                                                                                                                                                                                        |          |
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| <i>That the Islands Trust Council approve the top priorities of the Executive Committee Work Program Report.</i>                                                                                                           |          |
| 3.3 Continuous Learning Plan                                                                                                                                                                                               | 42 - 46  |
| 3.4 Strategic Plan - Quarterly Update                                                                                                                                                                                      | 47 - 51  |
| 3.5 Strategic Plan Amendments - Decision                                                                                                                                                                                   | 52 - 83  |
| <i>That the Islands Trust Council endorse the amendments to the 'activities, phases and success measures' of the Strategic Plan as illustrated in updated version of the plan (Attachment 1), dated November 25, 2015.</i> |          |
| 3.6 Initial Adaptation Strategy - Briefing                                                                                                                                                                                 | 84 - 108 |

|       |                                                                                                                                                                                                                                                                                                         |           |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 3.7   | <b>Principles and Objectives for Adaptation Strategy - Decision</b>                                                                                                                                                                                                                                     | 109 - 117 |
|       | That the Islands Trust Council adopt the principles and objectives to guide a future Adaptation Strategy regarding the potential incorporation of Salt Spring Island, as indicated the document entitled <i>Islands Trust Adaptation Strategy – Principles and Objectives</i> , dated December 9, 2015. |           |
| 4.    | <b>ORGANIZATIONAL/FINANCE</b>                                                                                                                                                                                                                                                                           |           |
| 4.1   | <b>Director of Administrative Services Report</b>                                                                                                                                                                                                                                                       | 118 - 119 |
| 4.2   | <b>Financial Planning Committee Work Program Report - Decision</b>                                                                                                                                                                                                                                      | 120 - 120 |
|       | <i>That the Islands Trust Council approve the top priorities of the Financial Planning Committee.</i>                                                                                                                                                                                                   |           |
| 4.3   | <b>September 30, 2015 Quarterly Financial Report – Decision</b>                                                                                                                                                                                                                                         | 121 - 126 |
|       | <i>That the Islands Trust Council approve the September 30, 2015 Quarterly Financial Report as presented.</i>                                                                                                                                                                                           |           |
| 4.4   | <b>Financial Forecast for March 31, 2016 - Briefing</b>                                                                                                                                                                                                                                                 | 127 - 130 |
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| 5.2   | <b>Trust Programs Committee Work Program Report - Decision</b>                                                                                                                                                                                                                                          | 133 - 133 |
|       | <i>That the Islands Trust Council approve the top priorities of the Trust Programs Committee Work Program Report.</i>                                                                                                                                                                                   |           |
| 5.3   | <b>Trust Fund Board Report</b>                                                                                                                                                                                                                                                                          | 134 - 135 |
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| 6.1   | <b>Gabrielans Against Freighter Anchorages re anchorages</b>                                                                                                                                                                                                                                            | 142 - 144 |
| 7.    | <b>SUMMARY/UPDATES</b>                                                                                                                                                                                                                                                                                  |           |
| 7.1   | <b>Trustee Updates</b>                                                                                                                                                                                                                                                                                  |           |
| 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                                                                                                                                                                                                                                                                              |           |
| 7.1.6 | Update from Select Committee re location of Victoria Office (B. McConchie)                                                                                                                                                                                                                              | 145 - 151 |
|       | That Trust Council delete the words “of the headquarters” from Section 1 – Objectives of the Terms of Reference for Select Committee – Review of Victoria Office Location document.                                                                                                                     |           |

|     |                                                                     |           |
|-----|---------------------------------------------------------------------|-----------|
| 7.2 | Priorities Chart - General Consent                                  | 152 - 152 |
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| 8.  | NEW BUSINESS                                                        |           |
| 9.  | NEXT MEETING - March 22-24, 2016 Hornby Island                      |           |
| 10. | ADJOURNMENT                                                         |           |

**ISLANDS TRUST COUNCIL  
RESOLUTION WITHOUT MEETING MINUTES**

RESOLUTION WITHOUT MEETING NO. TC-RWM-2015-005

It was Moved by Trustee George Grams and Seconded by Trustee Peter Luckham:

**That the Islands Trust Council convene the Trust Council of December 8-10, 2015 in Victoria rather than on Salt Spring Island.**

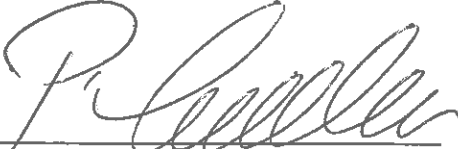
| <u>TRUSTEES CONTACTED</u> | <u>DATE VOTE RECEIVED</u> | <u>VOTE</u> |
|---------------------------|---------------------------|-------------|
| Susan Morrison            | September 18, 2015        | In Favour   |
| Ken Hunter                | September 18, 2015        | In Favour   |
| Jeanine Dodds             | September 18, 2015        | In Favour   |
| Dianne Barber             | September 18, 2015        | In Favour   |
| Tony Law                  | September 18, 2015        | In Favour   |
| George Harris             | September 18, 2015        | In Favour   |
| Paul Brent                | September 18, 2015        | In Favour   |
| Timothy Peterson          | September 18, 2015        | Opposed     |
| Peter Grove               | September 18, 2015        | In Favour   |
| George Grams              | September 18, 2015        | In Favour   |
| Alex Allen                | September 18, 2015        | In Favour   |
| Derek Masselink           | September 18, 2015        | In Favour   |
| Brian Crumblehulme        | September 18, 2015        | In Favour   |
| Peter Luckham             | September 18, 2015        | In Favour   |
| Heather Nicholas          | September 18, 2015        | In Favour   |
| Bruce McConchie           | September 18, 2015        | In Favour   |
| Alison Morse              | September 19, 2015        | In Favour   |
| Sandy Pottle              | September 19, 2015        | In Favour   |
| David Critchley           | September 19, 2015        | In Favour   |
| Wendy Scholefield         | September 19, 2015        | In Favour   |
| Laura Busheikin           | September 19, 2015        | In Favour   |
| Sue Ellen Fast            | September 19, 2015        | In Favour   |
| Melanie Mamoser           | September 19, 2015        | In Favour   |
| Kate-Louise Stamford      | September 20, 2015        | In Favour   |
| Lee Middleton             | September 20, 2015        | In Favour   |
| Dan Rogers                | September 21, 2015        | In Favour   |

TRUSTEES VOTE NOT AVAILABLE

**FINAL VOTE COUNT**

25 IN FAVOUR  
1 OPPOSED  
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE ISLANDS TRUST ACT ON SEPTEMBER 21, 2015.

  
\_\_\_\_\_  
CHAIR'S SIGNATURE

  
\_\_\_\_\_  
RECORDER'S SIGNATURE

**ISLANDS TRUST COUNCIL  
RESOLUTION WITHOUT MEETING MINUTES**

RESOLUTION WITHOUT MEETING NO. TC-RWM-2015-006

It was Moved by Trustee Susan Morrison and Seconded by Trustee Peter Luckham:

**That the Islands Trust Council rescind the following motion:**

**That the Islands Trust Council request the Secretary issue a Natural Area Protection Tax Exemption Certificate for a portion of the land described as "Lot 23, Section 6, Pender Island, Cowichan District, Plan 1084, Except Part in Plan 19554." PID 008-045-453, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.**

**That the Islands Trust Council request the Secretary issue a Natural Area Protection Tax Exemption Certificate for a portion of the land described as "Lot A, Section 6, Pender Island, Cowichan District, Plan EPP44470," PID 029-667-054 subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.**

| <u>TRUSTEES CONTACTED</u> | <u>DATE VOTE RECEIVED</u> | <u>VOTE</u> |
|---------------------------|---------------------------|-------------|
| Paul Brent                | October 6, 2015           | In Favour   |
| Dan Rogers                | October 6, 2015           | In Favour   |
| Peter Grove               | October 6, 2015           | In Favour   |
| Tony Law                  | October 6, 2015           | In Favour   |
| Heather Nicholas          | October 6, 2015           | In Favour   |
| Brian Crumblehulme        | October 6, 2015           | In Favour   |
| Ken Hunter                | October 6, 2015           | In Favour   |
| Dianne Barber             | October 6, 2015           | In Favour   |
| Kate-Louise Stamford      | October 6, 2015           | In Favour   |
| Lee Middleton             | October 6, 2015           | In Favour   |
| Alex Allen                | October 6, 2015           | In Favour   |
| Timothy Peterson          | October 6, 2015           | In Favour   |
| Jeanine Dodds             | October 6, 2015           | In Favour   |
| George Harris             | October 6, 2015           | In Favour   |
| David Critchley           | October 6, 2015           | In Favour   |
| Sandy Pottle              | October 6, 2015           | In Favour   |
| Peter Luckham             | October 6, 2015           | In Favour   |
| Susan Morrison            | October 6, 2015           | In Favour   |
| Bruce McConchie           | October 6, 2015           | In Favour   |
| Laura Busheikin           | October 6, 2015           | In Favour   |
| Alison Morse              | October 6, 2015           | In Favour   |
| Sue Ellen Fast            | October 7, 2015           | In Favour   |
| Wendy Scholefield         | October 7, 2015           | In Favour   |
| Melanie Mamoser           | October 8, 2015           | In Favour   |

TRUSTEES VOTE NOT AVAILABLE

George Grams  
Derek Masselink

**FINAL VOTE COUNT**

24 IN FAVOUR  
OPPOSED  
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE ISLANDS TRUST ACT ON OCTOBER 8, 2015.

  
CHAIR'S SIGNATURE

  
RECORDER'S SIGNATURE

**ISLANDS TRUST COUNCIL  
RESOLUTION WITHOUT MEETING MINUTES**

RESOLUTION WITHOUT MEETING NO. TC-RWM-2015-007

It was Moved by Trustee Peter Luckham and Seconded by Trustee George Grams:

**That the Islands Trust Council Bylaw No. 161, cited as "Hornby Island Local Trust Committee Development Approval Information Bylaw No. 161, 2015," be adopted.**

| <u>TRUSTEES CONTACTED</u> | <u>DATE VOTE RECEIVED</u> | <u>VOTE</u> |
|---------------------------|---------------------------|-------------|
| Dan Rogers                | October 2, 2015           | In Favour   |
| Laura Busheikin           | October 2, 2015           | In Favour   |
| Peter Grove               | October 2, 2015           | In Favour   |
| Paul Brent                | October 2, 2015           | In Favour   |
| Alison Morse              | October 2, 2015           | In Favour   |
| George Harris             | October 2, 2015           | In Favour   |
| Brian Crumblehulme        | October 2, 2015           | In Favour   |
| Susan Morrison            | October 2, 2015           | In Favour   |
| Sandy Pottle              | October 3, 2015           | In Favour   |
| Melanie Mamoser           | October 3, 2015           | In Favour   |
| Kate-Louise Stamford      | October 3, 2015           | In Favour   |
| Timothy Peterson          | October 4, 2015           | In Favour   |
| Lee Middleton             | October 4, 2015           | In Favour   |
| Heather Nicholas          | October 5, 2015           | In Favour   |
| Tony Law                  | October 5, 2015           | In Favour   |
| Dianne Barber             | October 5, 2015           | In Favour   |
| Sue Ellen Fast            | October 5, 2015           | In Favour   |
| Wendy Scholefield         | October 5, 2015           | In Favour   |
| Ken Hunter                | October 5, 2015           | Opposed     |
| Bruce McConchie           | October 6, 2015           | In Favour   |
| George Grams              | October 7, 2015           | In Favour   |
| Peter Luckham             | October 7, 2015           | In Favour   |
| Derek Masselink           | October 8, 2015           | In Favour   |
| Alex Allen                | October 8, 2015           | In Favour   |
| David Critchley           | October 8, 2015           | In Favour   |

TRUSTEES VOTE NOT AVAILABLE  
Jeanine Dodds

**FINAL VOTE COUNT**

24 IN FAVOUR  
1 OPPOSED  
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE ISLANDS TRUST ACT ON OCTOBER 8, 2015.

  
CHAIR'S SIGNATURE

  
RECORDER'S SIGNATURE

**ISLANDS TRUST COUNCIL  
RESOLUTION WITHOUT MEETING MINUTES**

RESOLUTION WITHOUT MEETING NO. TC-RWM-2015-008

It was Moved by Trustee Peter Luckham and Seconded by Trustee George Grams:

**That the Islands Trust Council Bylaw No. 162, cited as "Islands Trust Council Designation of Natural Area Protection Tax Exemption Areas Bylaw No. 162, 2015," be adopted.**

| <u>TRUSTEES CONTACTED</u> | <u>DATE VOTE RECEIVED</u> | <u>VOTE</u> |
|---------------------------|---------------------------|-------------|
| Dan Rogers                | October 2, 2015           | In Favour   |
| Laura Busheikin           | October 2, 2015           | In Favour   |
| Peter Grove               | October 2, 2015           | In Favour   |
| Paul Brent                | October 2, 2015           | In Favour   |
| Alison Morse              | October 2, 2015           | In Favour   |
| George Harris             | October 2, 2015           | In Favour   |
| Brian Crumblehulme        | October 2, 2015           | In Favour   |
| Susan Morrison            | October 2, 2015           | In Favour   |
| Sandy Pottle              | October 3, 2015           | In Favour   |
| Melanie Mamoser           | October 3, 2015           | In Favour   |
| Kate-Louise Stamford      | October 3, 2015           | In Favour   |
| Timothy Peterson          | October 4, 2015           | In Favour   |
| Lee Middleton             | October 4, 2015           | In Favour   |
| Heather Nicholas          | October 5, 2015           | In Favour   |
| Tony Law                  | October 5, 2015           | In Favour   |
| Dianne Barber             | October 5, 2015           | In Favour   |
| Sue Ellen Fast            | October 5, 2015           | In Favour   |
| Wendy Scholefield         | October 5, 2015           | In Favour   |
| Ken Hunter                | October 5, 2015           | In Favour   |
| Bruce McConchie           | October 6, 2015           | In Favour   |
| George Grams              | October 7, 2015           | In Favour   |
| Peter Luckham             | October 7, 2015           | In Favour   |
| Derek Masselink           | October 8, 2015           | In Favour   |
| Alex Allen                | October 8, 2015           | In Favour   |

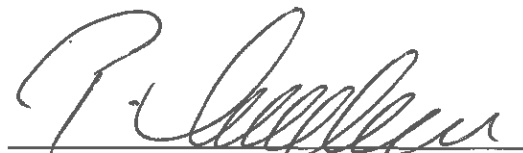
TRUSTEES VOTE NOT AVAILABLE

Jeanine Dodds  
David Critchley

**FINAL VOTE COUNT**

24 IN FAVOUR  
OPPOSED  
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE ISLANDS TRUST ACT ON OCTOBER 8, 2015.

  
CHAIR'S SIGNATURE

  
RECORDER'S SIGNATURE

**ISLANDS TRUST COUNCIL  
RESOLUTION WITHOUT MEETING MINUTES**

RESOLUTION WITHOUT MEETING NO. TC-RWM-2015-009

It was Moved by Trustee Susan Morrison and Seconded by Trustee Laura Busheikin:

**That the Islands Trust Council meeting of March 8-10, 2016 on Hornby Island be changed to March 15-17, 2016.**

| <u>TRUSTEES CONTACTED</u> | <u>DATE VOTE RECEIVED</u> | <u>VOTE</u> |
|---------------------------|---------------------------|-------------|
| Dianne Barber             | October 7, 2015           | In Favour   |
| Jeanine Dodds             | October 7, 2015           | In Favour   |
| Laura Busheikin           | October 7, 2015           | In Favour   |
| Paul Brent                | October 7, 2015           | In Favour   |
| Peter Luckham             | October 7, 2015           | In Favour   |
| Tony Law                  | October 7, 2015           | In Favour   |
| Bruce McConchie           | October 7, 2015           | In Favour   |
| Susan Morrison            | October 7, 2015           | In Favour   |
| Lee Middleton             | October 7, 2015           | In Favour   |
| Sandy Pottle              | October 7, 2015           | In Favour   |
| Derek Masselink           | October 8, 2015           | In Favour   |
| Melanie Mamoser           | October 8, 2015           | In Favour   |
| Peter Grove               | October 8, 2015           | In Favour   |
| Heather Nicholas          | October 8, 2015           | In Favour   |
| Timothy Peterson          | October 8, 2015           | In Favour   |
| Alison Morse              | October 8, 2015           | In Favour   |
| Alex Allen                | October 8, 2015           | In Favour   |
| Sue Ellen Fast            | October 8, 2015           | In Favour   |
| Kate-Louise Stamford      | October 8, 2015           | In Favour   |
| Ken Hunter                | October 8, 2015           | In Favour   |
| David Critchley           | October 8, 2015           | In Favour   |
| George Harris             | October 8, 2015           | In Favour   |
| Wendy Scholefield         | October 14, 2015          | In Favour   |

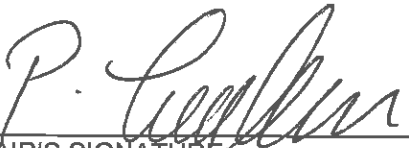
TRUSTEES VOTE NOT AVAILABLE

Dan Rogers  
Brian Crumblehulme  
George Grams

**FINAL VOTE COUNT**

23 IN FAVOUR  
OPPOSED  
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE ISLANDS TRUST ACT ON OCTOBER 14, 2015.

  
\_\_\_\_\_  
CHAIR'S SIGNATURE

  
\_\_\_\_\_  
RECORDER'S SIGNATURE

**ISLANDS TRUST COUNCIL  
RESOLUTION WITHOUT MEETING MINUTES**

RESOLUTION WITHOUT MEETING NO. TC-RWM-2015-010

It was Moved by Trustee Susan Morrison and Seconded by Trustee Laura Busheikin:

**That the Islands Trust Council meeting of March 15-17, 2016 on Hornby Island be changed to March 22-24, 2016.**

| <u>TRUSTEES CONTACTED</u> | <u>DATE VOTE RECEIVED</u> | <u>VOTE</u> |
|---------------------------|---------------------------|-------------|
| Melanie Mamoser           | October 15, 2015          | In Favour   |
| Paul Brent                | October 15, 2015          | In Favour   |
| Sue Ellen Fast            | October 15, 2015          | In Favour   |
| Kate-Louise Stamford      | October 15, 2015          | In Favour   |
| Brian Crumblehulme        | October 15, 2015          | In Favour   |
| Timothy Peterson          | October 15, 2015          | In Favour   |
| Ken Hunter                | October 15, 2015          | In Favour   |
| David Critchley           | October 15, 2015          | In Favour   |
| Laura Busheikin           | October 15, 2015          | In Favour   |
| Peter Luckham             | October 15, 2015          | In Favour   |
| George Harris             | October 15, 2015          | In Favour   |
| Susan Morrison            | October 15, 2015          | In Favour   |
| Sandy Pottle              | October 16, 2015          | In Favour   |
| Heather Nicholas          | October 16, 2015          | In Favour   |
| Dianne Barber             | October 16, 2015          | In Favour   |
| Tony Law                  | October 16, 2015          | In Favour   |
| Wendy Scholefield         | October 18, 2015          | Opposed     |
| George Grams              | October 20, 2015          | In Favour   |
| Peter Grove               | October 20, 2015          | In Favour   |
| Jeanine Dodds             | October 20, 2015          | In Favour   |
| Dan Rogers                | October 20, 2015          | In Favour   |
| Alex Allen                | October 20, 2015          | In Favour   |
| Alison Morse              | October 20, 2015          | In Favour   |
| Lee Middleton             | October 21, 2015          | Opposed     |

TRUSTEES VOTE NOT AVAILABLE

Derek Masselink  
Bruce McConchie

**FINAL VOTE COUNT**

22 IN FAVOUR  
2 OPPOSED  
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE ISLANDS TRUST ACT ON OCTOBER 21, 2015.

  
CHAIR'S SIGNATURE

  
RECORDER'S SIGNATURE



**Islands Trust Council  
Minutes of Quarterly Meeting  
September 15-17, 2015  
Bowen Island**

**Present:**

**Executive Committee:**

Peter Luckham, Chair (Thetis)  
Laura Busheikin, Vice Chair (Denman)  
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  
Dianne Barber, North Pender (September 15 & 16)  
Derek Masselink, 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:**

Jeanine Dodds, Mayne

**Staff:**

Linda Adams, Chief Administrative Officer  
Lisa Gordon, Director, Trust Area Services  
David Marlор, Director, Local Planning Services  
Cindy Shelest, Director, Administrative Services (Sept. 15 & 16)  
Carmen Thiel, Corporate Secretary (Recorder)

**Guests:**

Kathy Lalonde, CAO, Bowen Island Municipality (Sept. 15 – pm)  
Alison Habkirk, Local Government Specialist and facilitator for  
Strategic Planning session (Sept. 16)

## **TUESDAY, SEPTEMBER 15, 2015**

### **Call to Order**

The meeting was called to order at 1:00 pm. Chair Luckham acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations.

Twenty five Trustees were in attendance. Trustee absent: Jeanine Dodds, Mayne Island

### **Notice of New Items and Approval of the Agenda**

Trustee Morse welcomed Islands Trust Council and stated that she has brochures on Bowen Island and a guide to ferry etiquette when leaving Bowen. Trustee Fast reviewed lunch tour options for Wednesday, including a tour of a new co-housing development, a walk to Crippen Park, or a tour of Artisan Square.

The Chair noted the three day agenda for adoption and asked if there were any new items.

Trustee Morse introduced Kathy Lalonde, Chief Administrative Officer, Bowen Island Municipality.

**By general consent** the three day Islands Trust Council meeting program for September 15-17, 2015 was adopted.

### **WORKSHOP – INTRODUCTION TO STRUCTURED DECISION-MAKING (1)**

Chief Administrative Officer (CAO) Linda Adams introduced and explained the structured decision-making process that has been used to evaluate options in advance of significant decisions. The process was then demonstrated using several examples of upcoming Trust Council decisions.

### **WORKSHOP - ADAPTATION STRATEGY OBJECTIVES AND OPTIONS RE: SALT SPRING ISLAND INCORPORATION (2)**

CAO Linda Adams provided the context and status regarding the potential incorporation of Salt Spring Island and the expected impacts on the Islands Trust if incorporation took place. She reported that the Minister of Community, Sport and Cultural Development will make a decision on whether an incorporation referendum will be held. If one is held, it could take place in June 2016. It was noted that the Islands Trust Impact Analysis regarding the potential incorporation of Salt Spring Island was received by Council in March and identified four potential scenarios for responding to incorporation, although others exist. The potential implications of the four scenarios were discussed, indicating the levels of potential tax increases and the number of potential staff positions that could be reduced, depending upon Trust Council's response. It was explained that the purpose of the workshop was to get a better sense of Trust Council's general preference regarding the different scenarios, to identify some overall objectives for adapting to the potential incorporation and some options.

Following breakout sessions, the four workshop groups reported to Trust Council on their preferences regarding the four scenarios and identifying some objectives and options for adapting to the potential incorporation of Salt Spring Island.

The meeting recessed at 2:50 pm and reconvened at 3:20 pm.

### **WORKSHOP – TERMS OF REFERENCE FOR SELECT COMMITTEE RE: REVIEW OF VICTORIA OFFICE LOCATION (3)**

CAO Linda Adams introduced the topic and noted Trust Council's intent to adopt terms of reference (TOR) for a Select Committee tomorrow. She stated that today is an opportunity for preliminary discussion on what Trust Council thinks some of the objectives and options might be to give the Select Committee some guidance.

There was discussion about the development of the proposed terms of reference.

Objectives contained in the draft TOR were ranked by Trustees and other objectives were added to the draft TOR as follows:

**TC-2015-077**

**MOVED by Trustee Brent, SECONDED by Trustee Crumblehulme,**  
that Islands Trust Council add to the objectives: Improve the strategic positioning of Islands Trust (branding).

**CARRIED**  
**Trustee Law opposed**

**TC-2015-078**

**MOVED by Trustee Harris, SECONDED by Trustee Brent,**  
that the Select Committee consider: The impact on the carbon footprint of moving the office.

**CARRIED**

**TC-2015-079**

**MOVED by Trustee Nicholas, SECONDED by Trustee Harris,**  
to add: Maximize employee engagement in the communities served.

**CARRIED**

**TC-2015-080**

**MOVED by Trustee Law, SECONDED by Trustee Crumblehulme,**  
that "Maintain the cohesiveness of staff" be added as an objective.

**CARRIED**

**TC-2015-081**

**MOVED by Trustee Morse, SECONDED by Trustee Peterson,**  
to add: Accessibility for disabled persons.

There was a question about whether accessibility for disabled persons was already a mandatory requirement for public buildings.

The question on the motion was called,

**CARRIED**

Trust Council was also asked to look at a list of options for potential office locations and to rank which ones should be reviewed by the Select Committee.

**TC-2015-082**

**MOVED by Trustee Rogers, SECONDED by Trustee Fast,**  
that the Select Committee consider all the options and that they be included in the Terms of Reference.

**CARRIED**

**TC-2015-083**

**MOVED by Trustee Crumblehulme, SECONDED by Trustee Brent,**  
that the Select Committee consider the option of all islands having an office which would represent both the Islands Trust and Local Trust Committee.

**CARRIED**

**Trustees Critchley, Stamford, Rogers, Law, Nicholas, Grove, Busheikin, Grams and Morrison**  
**Opposed**

The meeting recessed at 4:32 pm for Trustees to meet with Bowen Island Municipal Council at the Municipal Hall.

#### **JOINT SESSION WITH BOWEN ISLAND MUNICIPAL COUNCIL (4)**

Trustees met with Bowen Island Municipal Council: Mayor Murray Skeels, and Councillors Gary Ander, Michael Kaile, Melanie Mason, Maureen Nicholson, Alison Morse (Municipal Trustee) and Sue Ellen Fast (Municipal Trustee).

Topics of discussion at the meeting included:

1. Highlights of the meeting between Bowen Island Council and the Executive Committee
2. Letter of Understanding – Natural Area Protection Tax Exemption Program (NAPTEP) Administration
3. Protocol Agreement with Ministry of Community, Sport and Cultural Development re Municipal Incorporation – potential updates –
4. Trust Council Advocacy Topics: a. Ferry Fares and Service; and b. Shipping Safety
5. Howe Sound issues
6. Other Items of Mutual Interest

The meeting recessed at 5:30 pm.

#### **WEDNESDAY, SEPTEMBER 16, 2015**

The meeting reconvened at 8:16 am. Twenty five Trustees were in attendance. Trustee absent: Jeanine Dodds, Mayne Island

Chair Luckham asked if there were any new business items.

##### **TC-2015-084**

**MOVED by Trustee Morse, SECONDED by Trustee Crumblehulme,**

that the election of members to the Select Committee to Review the Victoria Office Location happen after the Terms of Reference has been adopted for the Select Committee.

**CARRIED**

##### **TC-2015-085**

**MOVED by Trustee Peterson, SECONDED by Trustee Brent,**

that the following motion be considered under New Business as item 8.3:

That Trust Council request that the Executive Committee, when preparing agendas for Trust Council meetings, prioritize the discussion and deliberation of Trust Council over the presentation of materials that could easily be conveyed to trustees outside of Trust Council meetings.

**CARRIED**

#### **CLOSED MEETING (5)**

##### **TC-2015-086**

**MOVED by Trustee Morrison, SECONDED by Trustee Busheikin,**

that the Islands Trust Council meeting be closed to the public subject to Sections 90(1)(b),(c) and (i) of the *Community Charter* in order to consider matters related to:

- Personal information about identifiable individuals who are being considered for a position as an officer and employee of the Islands Trust;
- labour relations or other employee relations;
- receipt of advice that is subject to solicitor-client privilege; and

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

**CARRIED**

The meeting closed to the public at 8:25 am and reopened to the public at 8:58 am.

Staff joined the meeting and Alison Habkirk, facilitator for the Strategic Planning session, was welcomed.

### **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:

- 6.5 Steve Wright re Islands Trust object
- 6.6 Brian Crumblehulme re Thoughts on the Strategic Plan
- 6.7 Brian Crumblehulme re Strategic Plan Discussion
- 6.8 Steelhead LNG and Williams re Proposed Island Gas Connector Project
- 6.9 Gary Holman MLA re Steelhead LNG Proposal
- 6.10 John W. Peirce re Rainwater Harvesting
- 8.3 Trust Council Agenda Preparation

**By general consent** it was agreed to consider items 5.6 and 5.7 after section 1.

### **DECISION AND INFORMATION ITEMS (6)**

#### **1. GENERAL**

##### **1.1 Resolutions Without Meeting - TC-RWM-2015-003 and TC-RWM-2015-004**

Provided for information.

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

**By general consent** the minutes of June 23-25, 2015 were adopted.

##### **1.3 Trust Council Follow-Up Action List**

Provided for information.

##### **5.6 Natural Area Protection Tax Exemption Program (NAPTEP) Letter of Understanding with Bowen Island Municipality – (Session 4)**

Director of Trust Area Services Lisa Gordon noted that up to 200 properties on Bowen Island may be eligible for protection through the 65% property tax exemption for conservation. She outlined minor amendments that were made by Bowen Island Council to the version of the Letter of Understanding included in the agenda package.

##### **TC-2015-087**

**MOVED by Trustee Law, SECONDED by Trustee Crumblehulme,**  
that the Islands Trust Council endorse the draft Letter of Understanding with Bowen Island Municipality dated August 26, 2015, as amended September 14, 2015.

**CARRIED**

## 5.7 Bylaw 162 re NAPTEP expansion to Bowen Island

**TC-2015-088**

**MOVED by Trustee Law, SECONDED by Trustee Nicholas,**  
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.

**CARRIED**

**TC-2015-089**

**MOVED by Trustee Morrison, SECONDED by Trustee Harris,**  
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.

**CARRIED**

**TC-2015-090**

**MOVED by Trustee Stamford, SECONDED by Trustee Fast,**  
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.

**CARRIED**

## 2. LOCAL PLANNING

### 2.1 Director of Local Planning Services Report

Provided for information.

### 2.2 Local Planning Committee Work Program Report

The committee's top three priorities recommended in the report were: Community housing needs, shoreline marine planning and appropriate economic development.

**TC-2015-091**

**MOVED by Trustee Brent, SECONDED by Trustee Peterson,**  
that the Islands Trust Council approve the top priorities of the Local Planning Committee Work Program Report.

**CARRIED**

### 2.3 Hornby Island Local Trust Area Development Approval Information Bylaw No. 161

**TC-2015-092**

**MOVED by Trustee Busheikin, SECONDED by Trustee Grams,**  
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.

**CARRIED**

**TC-2015-093**

**MOVED by Trustee Busheikin, SECONDED by Trustee Law,**  
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.

**CARRIED**

**TC-2015-094**

**MOVED by Trustee Busheikin, SECONDED by Trustee Law,**  
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.

**CARRIED**

## **2.4 Briefing - Riparian Areas Regulation Implementation Update**

Director of Local Planning Services David Marlor gave an update on the status of RAR implementation within the Islands Trust Area.

## **3. EXECUTIVE**

### **3.1 Chief Administrative Officer's Report**

Provided for information.

### **3.2 Executive Committee Work Program Report – Decision**

The top three priorities in the work program were: Governance, Policy, Strategic Planning and Trust Council; Communications, Advocacy, Policy Statement, Interagency and Public Relations; and Organizational Improvements.

#### **TC-2015-095**

**MOVED by Trustee Stamford, SECONDED by Trustee Law,**  
that the Islands Trust Council approve the top priorities of the Executive Committee Work Program Report.

**CARRIED**

### **3.3 Continuous Learning Plan**

There was discussion about conducting educational workshops outside of Trust Council meetings. It was suggested that sessions could be presented through GoToMeeting or other electronic participation technology. Staff agreed that this was possible but noted that historically Trustee attendance at such electronic learning opportunities has been low.

The meeting recessed at 9:43 am and reconvened at 10:01 am.

## **STRATEGIC PLANNING (7)**

Alison Habkirk was introduced. CAO Linda Adams reviewed the Strategic Plan process that the Executive Committee had adopted, public input received, the structure of the draft strategic plan and budget implications.

There was agreement that the task for the facilitated session today is to:

1. Confirm or amend Policy Statement Goals and Strategic Plan objectives
2. Agree/decide on the strategies
3. Agree/decide 2015/16 activities
4. Agree decide 2016/17 activities, for the purposes of budget preparations

There was some discussion as to whether Trust Council needs a vision before adopting a strategic plan and whether the strategic plan should be organized by separating activities assigned to Trust Council, Trust Fund Board and Local Trust Committees.

Strategic Plan Draft Objectives 1 – 10 and related activities, as proposed in the draft plan, were then reviewed and trustee input solicited.

The meeting recessed at Noon and reconvened at 1:30 pm. Trustees introduced themselves and the islands they represented.

## **DELEGATIONS AND TOWN HALL (8)**

### **Stephanie Buffum, Friends of the San Juans re Salish Sea as Particularly Sensitive Sea Area**

Stephanie Buffum provided an overview on the Friends of the San Juans' initiative to lead 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. She noted that the impact of such a designation would be that specific measures could be used to control the maritime activities of large international shipping vessels in the area. Protective measures in such an area could include improved spill prevention, increased pilotage, vessel traffic management, discharge controls, establishing no anchor/no bunker areas; new standards of care for barges and clustering of departure times to diminish underwater noise.

Islands Trust Council was asked to participate in the preparation of a nomination to designate shipping areas in the Salish Sea as a PSSA. The following three-part criteria for a PSSA designation was noted:

1. ecological, social and or cultural threat;
2. vulnerability to impacts from international shipping and
3. Associated Protective Measures

Ms. Buffum also asked that Islands Trust Council, as a Canadian entity, consider sharing its ecosystem and economic data for PSSA designation.

### **Gabriola AnchorRAGE re Pacific Pilotage Authority's Proposal (PPA) to Create Five New Anchorages**

Debbie Cook, representing Gabriola AnchorRAGE, formed after the July 7<sup>th</sup>, 2015 proposal by Transport Canada to establish five new anchorages along the east coast of Gabriola Island, spoke to the group's strong opposition to the proposal. She noted that the anchorages would be the first in open waters of Georgia Strait and would introduce coal carrying freighters of up to 300 metres in length, imposing heavy industrial activity in a protected area. Data collection on wind speeds was reviewed. It was pointed out that while the anchorages are designated for 800 meters off shore, the swing level of anchor chains may bring such ships within 150 to 200 meters from the shore destroying the sea bed, marine habitats and species. It was suggested that the proposal violates the *Islands Trust Act* and numerous Islands Trust policies.

Islands Trust Council was asked to support the following:

1. Officially and publicly oppose the designation of these five new anchorages;
2. Declare sensitive marine waters and coastal areas of the Island's Trust area as a totally unsuitable location for freighter anchorages; and
3. Decline any invitation by the Pacific Pilotage Authority, the lead proponent, to act as a neutral party.

Trustee Busheikin reported that the Executive Committee is interested in keeping a close eye on this proposal and has passed a resolution asking staff to include advocacy on anchorage issues in the Trust Area as part of its work on oil spill and shipping advocacy and report back on options for further activities.

Trustee Nicholas recognized the work of the Gabriola AnchorRAGE organization and thanked them for coming and for their work in preparing a petition and collecting 3,250 signatures.

### **Adam Taylor re Glass Sponge Reefs in Howe Sound**

Adam Taylor, Bowen Island, requested Islands Trust Council support to ask the Department of Fisheries and Oceans (DFO) to expand the newly announced fishing closures to protect all of the globally unique and fragile glass sponge reefs in Howe Sound. He noted that the previous DFO process missed sixteen additional glass sponge reefs which have been identified by various local scientific and volunteer

organizations. He provided background information on glass sponges including their habitat, history and known locations.

## **Town Hall sessions**

**Peter Frinton**, former Bowen Island Trustee, expressed the following:

- That he was pleased that the Bowen Island NAPTEP bylaw has been given readings by Trust Council and hoped that island revenues would be protected if a property owner defaults;
- Supports former Trustee Peter Johnston's suggestion that the Islands Trust use former trustees to review the Islands Trust Policy Statement, of which some clauses are too general and others too stringent, prior to staff review. As well, Trust Council should consider adding the review of the Policy Statement to its work program; and
- Acknowledged the award Linda Adams received recently from the Local Government Management Association and the long service recognition of Linda Adams for 25 year of service and Marie Smith for 20 years of service with Islands Trust. He thanked Linda Adams for all the work she's done for Islands Trust and thanked other staff members present and past for their contributions.

The Chair called for New Business items.

**By general consent** it was agreed to include consideration of follow up resolutions on the marine issues raised by the delegations as new business.

Bowen Island Mayor, Murray Skeels then joined Trust Council to celebrate Bowen Island being included in the NAPTEP program after ten years and to recognize that all islands in the Trust Area will now participate in NAPTEP.

## **STRATEGIC PLANNING (7) – cont'd.**

Trustee Masselink was not present.

Trust Council continued to review the 10 objectives and 19 strategies to identify the things to leave in/take out/or defer. It was agreed that the Local Trust Committee work should be separated from Trust Council and Trust Fund Board work in the plan, using the same format. Ms. Habkirk also suggested that there could be a statement in the plan to say that it does not address the core work of the Trust bodies.

The meeting recessed at 4:00 pm and reconvened at 4:15 pm. The Chair noted the proposal to consider item 4. before item 3.6.

## **4. ORGANIZATIONAL/FINANCE**

### **4.1 Director of Administrative Services Report**

Provided for information.

### **4.2 Financial Planning Committee Work Program Report – Decision**

The top three priorities of the committee's Work Program were noted as: First Draft of 2016/17 Budget, Develop Islands Trust Adaptation Strategy in conjunction with Executive Committee, and 2014/15 Allocated Financial Statements.

**TC-2015-096**

**MOVED by Trustee Grove, SECONDED by Trustee Harris,**  
that the Islands Trust Council approve the top priorities of the Financial Planning Committee  
Work Program Report.

**CARRIED**

**4.3 10 year Budget History - Briefing**

Provided for information.

**4.4 Statement of Financial Information - Briefing**

Provided for information.

**4.5 Budget Assumptions and Principles – Briefing**

Provided for information

**3.6 Select Committee – Review of Victoria Office Location**

**3.6.2 Select Committee Terms of Reference and Budget**

CAO Linda Adams explained the purpose of the Terms of Reference, to give the Select Committee  
Trust Council's guidelines as to what it wants the Select Committee to do.

**TC-2015-097**

**MOVED by Trustee McConchie, SECONDED by Trustee Scholefield,**  
that Trust Council amend the Victoria Office Location Review Select Committee Terms of  
Reference by deleting item 2.1.

**CARRIED**  
**Opposed**

**Trustees Fast, Stamford, Rogers, Law, Nicholas, Busheikin, Luckham, Morrison and Pottle**

**TC-2015-098**

**MOVED by Trustee McConchie, SECONDED by Trustee Peterson,**  
that Trust Council amend the Victoria Office Location Review Select Committee Terms of  
Reference by deleting item 2.2.

**CARRIED**

**TC-2015-099**

**MOVED by Trustee McConchie, SECONDED by Trustee Harris;**  
that Trust Council amend the Victoria Office Location Review Select Committee Terms of  
Reference by deleting Section 3.

**CARRIED**

**Trustees Crumblehulme, Fast, Stamford, Rogers, Law, Nicholas, Busheikin, Grams and  
Luckham Opposed**

**TC-2015-100**

**MOVED by Trustee McConchie, SECONDED by Trustee Peterson,**  
that Trust Council amend the Victoria Office Location Review Select Committee Terms of  
Reference by deleting section 4.

**CARRIED**

**Trustees Fast, Stamford, Rogers, Law, Nicholas, Busheikin and Luckham Opposed**

**TC-2015-101**

**MOVED by Trustee McConchie, SECONDED by Trustee Morse,**  
that Trust Council amend the Victoria Office Location Review Select Committee Terms of Reference by amending Section 5 to read:

“The select committee will have 7 members as follows:

- 5 trustees appointed by and from the Islands Trust Council
- 2 Islands Trust staff members appointed by Trust Council, on recommendation of the Chief Administrative Officer. NOTE: These staff members will function as non-voting members of the committee. Their time commitment will 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.”

There was debate on whether staff should be part of the Select Committee and whether staff appointees should come from an office other than the Victoria office.

**TC-2015-102**

**MOVED by Trustee Morse, SECONDED by Trustee Brent,**  
that the motion be amended to delete the phrase “Note: These staff members will function as non-voting members of the committee”.

**CARRIED**  
Trustee Scholefield Opposed

The motion, as amended, was then called,

**DEFEATED**  
Trustees Critchley, McConchie, Grove, Scholefield, Brent, Morse, Peterson and Hunter  
In Favour

**TC-2015-103**

**MOVED by Trustee McConchie, SECONDED by Trustee Brent,**  
that Trust Council amend the Victoria Office Location Review Select Committee Terms of Reference in item 6.2 by deleting the words “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”.

**CARRIED**  
Trustees Fast, Stamford, Rogers, Law and Busheikin Opposed

**TC-2015-104**

**MOVED by Trustee McConchie, SECONDED by Trustee Scholefield,**  
that Trust Council amend the Victoria Office Location Review Select Committee Terms of Reference by deleting Section 7.

**TC-2015-105**

**Moved by Trustee Crumblehulme, SECONDED by Trustee Mamoser,**  
that consideration of this motion be tabled.

**CARRIED**  
Trustees McConchie, Pottle, Grams, Scholefield, Brent, Allen, Barber and Peterson Opposed

**TC-2015-106**

**MOVED by Trustee McConchie, SECONDED by Trustee Harris,**  
that Trust Council amend the Victoria Office Location Review Select Committee Terms of Reference by deleting Section 8.

**CARRIED**  
Trustees Fast, Stamford, Rogers, Law, Busheikin and Luckham Opposed

**TC-2015-107**

**MOVED by Trustee McConchie, SECONDED by Trustee Scholefield,**  
that Trust Council amend the Victoria Office Location Review Select Committee Terms of Reference by deleting section 10.

**CARRIED**

**Trustees Fast, Stamford, Rogers, Law, Busheikin, Luckham, Morrison and Pottle Opposed**

**TC-2015-108**

**MOVED by Trustee McConchie, SECONDED by Trustee Harris,**  
that Trust Council amend the Victoria Office Location Review Select Committee Terms of Reference by deleting attachments 3, 4 and 5.

**CARRIED**

**Trustees Fast, Stamford, Rogers, Law, Busheikin, Luckham, Morrison and Pottle Opposed**

**TC-2015-109**

**MOVED by Trustee McConchie, SECONDED by Trustee Morse,**  
that Trust Council forward all deleted sections of the draft Terms of Reference to the Select Committee as information.

**CARRIED**

**TC-2015-110**

**MOVED by Trustee Law, SECONDED by Trustee Fast,**  
that the Islands Trust Council table further consideration of the review of the Victoria Office Location 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).

**DEFEATED**

**Trustees Mamoser, Fast, Stamford and Law In Favour**

Trustee Pottle indicated that she was withdrawing her name from the list of Trustees who had expressed interest in sitting on the Select Committee.

The meeting recessed at 5:30 pm.

**THURSDAY, SEPTEMBER 17, 2015**

The meeting reconvened at 8:15 am. Twenty four Trustees were in attendance. Trustees absent: Jeanine Dodds, Mayne Island and Dianne Barber, North Pender Island.

**3.6.2 RFD re Select Committee Terms of Reference and Budget – (cont'd.)**

**TC-2015-111**

**MOVED by Trustee Brent, SECONDED by Trustee Crumblehulme**  
that the following motion be lifted from the table:

“That Trust Council amend the Victoria Office Location Review Select Committee Terms of Reference by deleting Section 7.”

**CARRIED**

The motion was called,

**DEFEATED**

**Trustees Crumblehulme, Middleton, McConchie, Harris, Allen, Scholefield, Brent, Morse and Peterson In Favour**

**TC-2015-112**

**MOVED by Trustee McConchie, SECONDED by Trustee Crumblehulme,**

1. That the Islands Trust approve the amended Terms of Reference for a Select Committee for Review of Victoria Office Location, dated September 17, 2015.

**CARRIED**

**Trustees Fast, Stamford, Law, Busheikin and Pottle Opposed**

**3.6.1. Ballot Selection to Determine Trustees Appointed to Select Committee**

Chair Luckham noted that he and Trustee Pottle have withdrawn their names from the list of those interested in being appointed to the Select Committee.

The nominees were given an opportunity to indicate why they wished to be appointed to the Select Committee. Trustee McConchie spoke on behalf of Dianne Barber, who was absent, indicating that she was unbiased, being new, and that she had experience in the real estate business.

**TC-2015-113**

**MOVED by Trustee Crumblehulme, SECONDED by Trustee Middleton,**

to appoint Trustee Mamoser to assist the Legislative Services Manager in ballot counting.

**CARRIED**

The Legislative Services Manager distributed ballots, collected and counted them and provided the result to the Chair to announce.

**3.6.2 RFD re Select Committee Terms of Reference and Budget – (cont'd.)**

**TC-2015-114**

**MOVED by Trustee Mamoser, SECONDED by Trustee Peterson,**

2. That the Islands Trust Council appoint the following trustees to the Select Committee for Review of Victoria Office Location:

Trustees Brent, Grove, McConchie, Morrison, Morse and Rogers.

**CARRIED**

**By general** consent it was agreed that the ballots be destroyed.

**TC-2015-115**

**MOVED by Trustee Morse, SECONDED by Trustee McConchie,**

3. That the Islands Trust Council approve an initial expenditure of up to \$6,000 from the contingency budget line currently allocated for office moves, to fund the operations of the Select Committee for Review of Victoria Office Location and that the Committee bring a budget to Trust Council for the 2015/16 budget year.

**CARRIED**

CAO Linda Adams noted that a budget was required for trustee travel and secretarial assistance to the Select Committee.

**TC-2015-116**

**MOVED by Trustee Brent, SECONDED by Trustee Crumblehulme,**

4. 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, to spend up to 36 hours each for the remainder of the 2015-16 fiscal year.

**CARRIED**

### 3.4 Adaptation Strategy – Briefing

Provided for information.

### 3.5 Protocol Agreement re Island Incorporation – Briefing

Provided for information.

### 3.7 Strategic Plan 2014-2018

Chair Luckham asked if there were any additional proposed amendments to the Strategic Plan

Trustee Mamoser suggested that wording be added to the introductory paragraph to clarify the differences between various Islands Trust bodies and what their roles are, e.g. Trust Council, Executive Committee, Local Trust Committees, Trust Fund Board.

#### TC-2015-117

**MOVED by Trustee McConchie, SECONDED by Trustee Brent,**

that the Strategic Plan be amended in item 5.6 to read “to investigate whether relocation of some or all of the Islands Trust head office might better serve the interests of Trust Area constituents”.

**CARRIED**

#### TC-2015-118

**MOVED by Trustee Morrison, SECONDED by Trustee Busheikin,**

that the Islands Trust Council:

1. Adopt the Goals, Objectives and Strategies identified in the document entitled “Islands Trust Strategic Plan for 2014-2018”, as amended;
2. 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”, as amended; and
3. 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, as amended, as a basis for developing a proposed budget for the 2016/17 fiscal year.

**CARRIED**

## 5. TRUST AREA SERVICES

### 5.1 Director of Trust Area Services Report

Provided for information.

### 5.2 Trust Programs Committee Work Program Report

The top three priorities noted were: Amend Crown Land Cooperation Agreements, Islands Trust Policy Update and Community Stewardship Awards.

#### TC-2015-119

**MOVED by Trustee Masselink, SECONDED by Trustee Law,**

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

There was discussion about items listed under *Ongoing initiatives not specified in the strategic plan.*

The question on the motion was called,

**CARRIED**

### 5.3 Legislative Monitoring - Briefing

Provided for information.

### 5.4 Trust Fund Board Report

Trustee Law reviewed highlights of the report including the main acquisition project for forest land on Thetis Island and the first major trespassing issues on a reserve on Lasqueti Island. Trustee Morrison noted that the Comox Valley Regional District is bringing a resolution to the Union of BC Municipalities about allowing the NAPTEP concept to apply to the rest of BC.

There was discussion about the working landscape and whether sustainable forest companies could be involved.

#### **TC-2015-120**

**MOVED by Trustee Law, SECONDED by Trustee Stamford,**  
that the Trust Fund Board Report be endorsed by Islands Trust Council.

**CARRIED**

### 5.5 Coastal Douglas-fir Conservation Partnership (CDFCP) - Conservation Strategy - Briefing

There was discussion about the possibility of local trust committees using CDFCP resources when considering protection of Coastal Douglas-fir ecosystems. Director of Local Planning Services David Marlor advised that if there are identifiable sensitive ecosystems on islands, development permit areas may be used to protect them.

#### **TC-2015-121**

**MOVED by Trustee Law, SECONDED by Trustee Morrison,**  
that Islands Trust Council receive the CDFCP Conservation Strategy for information and 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.

**CARRIED**

#### **TC-2015-122**

**MOVED by Trustee Law, SECONDED by Trustee Morrison,**  
that staff be requested to forward the CDFCP Conservation Strategy to local trust committees currently engaged in Official Community Plan and Land Use Bylaw reviews as a potential resource.

**CARRIED**

#### **TC-2015-123**

**MOVED by Trustee Busheikin, SECONDED by Trustee Grams,**  
that the motion be amended by removing the words “currently engaged in Official Community Plan and Land Use Bylaw reviews” and adding the words “and Bowen Island Municipality” after “local trust committees”.

**CARRIED**

The question on the following motion, as amended, was then called:

That staff be requested to forward the CDFCP Conservation Strategy to local trust committees and Bowen Island Municipality as a potential resource.

**CARRIED**

## **5.8 Trust Fund Board 2014-15 Audited Financial Statement**

Provided for information.

## **6. CORRESPONDENCE**

- 6.1 Rita Archer re Opposition to Head Office Study**
- 6.2 Oliver Brandes re POLIS Project on Ecological Governance**
- 6.3 Peter Johnston re suggestion re use of past trustees**
- 6.4 Association for Denman Island Marine Stewards re Marine Environment**
- 6.5 Steve Wright re Islands Trust object**
- 6.6 Brian Crumblehulme re Thoughts on the Strategic Plan**
- 6.7 Brian Crumblehulme re Strategic Plan Discussion**
- 6.8 Steelhead LNG and Williams re Proposed Island Gas Connector Project**
- 6.9 Gary Holman MLA re Steelhead LNG Proposal**
- 6.10 John W. Peirce re Rainwater Harvesting**

**By general consent** the correspondence was received for information.

Chair Luckham noted that such correspondence is acknowledged and the writer is told that their correspondence will be placed on the agenda.

## **7. SUMMARY/UPDATES**

### **7.1 Trustee Updates**

#### **7.1.1 BC Ferries (A. Morse)**

Trustee Morse reported the following:

- Awaiting final price cap from the Ferry Commissioner by the end of September;
- Attended the BC Ferries Annual General Meeting;
- Ferry Advisory Committees met with Assistant Deputy Minister, Ministry of Transportation and Infrastructure and the Director of Marine Branch who felt they had done their job in capping fares. Questions were raised about their vision statement which makes no mention of the economic situation of communities served by BC Ferries;
- BC Ferries will look at schedules within the constraints of the current number of runs.

Trustee Stamford noted that Gambier Island got permission to have a chaperone accompany elementary school students, at no charge, after the issue was raised with BC Ferries CAO Michael Corrigan at the last Trust Council meeting on Galiano Island.

Chair Luckham reported that Islands Trust has had a number of letters in support of Islands Trust's request for a 25% reduction in fares. Minister Stone has asked for a meeting with the Executive Committee at UBCM and the Chair will ask about the status of the report on a bridge to Gabriola Island. Vice-Chair Busheikin will attend the coastal chairs meeting of Association of Vancouver Island and Coastal Communities. Trustee Scholefield suggested that the Chair get background on the revamping of the Southern Gulf Islands schedules prior to the meeting.

#### **7.1.2 First Nations**

Trustee Masselink stated that he is involved in ongoing conversations and work with Saanich First Nations and noted that the Malahat Nation is signing an agreement with Steelhead LNG

for a pipeline across the Georgia Strait.

Trustee Rogers indicated that the Squamish Nation is becoming an important stakeholder regarding conditions on LNG development and in other areas. He noted that the Gambier Local Trustees are finding ways to engage with First Nations more frequently and that they have a UBCM Community-to-Community grant for funding consultation.

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

Trustee Masselink outlined the substance of an Advisory Committee meeting held earlier this year and noted the efforts and challenges of building relationships with 21 First Nations within the park reserve area.

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

Trustee Grams stated that the integrated watershed management plan for St. Mary Lake will be made public this week and the multi-agency group will focus next on Cusheon Lake and on water quantity.

#### **7.1.5 Howe Sound Community Forum**

It was noted that the next forum will take place on Oct. 16<sup>th</sup> in Squamish and Trustees Morse and Fast will attend.

The meeting recessed at 9:45 am and reconvened at 10:00 am.

Trustee Brent left the meeting.

### **7.2 Priorities Chart**

**By general consent** the Islands Trust Council priorities chart was received for information.

### **7.3 Proposed December 2015 Trust Council Agenda Program**

Provided for information.

### **7.4 2016 Trust Council Meeting Schedule**

**TC-2015-124**

**MOVED by Trustee Grove, SECONDED by Trustee Morrison,**  
that the Islands Trust Council establish the following meeting schedule for 2016:

March 8 – 10, 2016: Hornby Island; June 14-16, 2016: North Pender Island;  
September 13-15, 2016: Mayne Island; and December 6-8, 2016: Salt Spring Island.

**CARRIED**

### **7.5 Disposition of Delegations and Town Hall Requests**

**By general consent** the Chair was requested to write to delegations to thank them for their submissions.

## 8. NEW BUSINESS

### 8.1 Advocacy to Amend the Islands Trust Act

**TC-2015-125**

**MOVED by Trustee Law, SECONDED by Trustee Morrison,**

1. That the Islands Trust Council support in principle amending the *Islands Trust Act* to add "First Nations" to the list of those with whom we work "in co-operation."

**CARRIED**

**TC-2015-126**

**MOVED by Trustee Law, SECONDED by Trustee Morrison,**

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.

**CARRIED**

### 8.2 Advocacy about Canada's role in UN Climate Change Conference (COP 21)

**TC-2015-127**

**MOVED by Trustee Law, SECONDED by Trustee Nicholas,**

that the Islands Trust Council request 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.

**TC-2015-128**

**MOVED by Trustee Critchley, SECONDED by Trustee Law,**

that the motion be amended to delete the words "make whatever commitments are required" and replace them with the word "strive".

**CARRIED**

The question on the motion, as amended, was called.

**CARRIED**

### 8.3 Preparation of Agendas for Trust Council Meetings

**TC-2015-129**

**MOVED by Trustee Peterson, SECONDED by Trustee Morrison,**

that Trust Council request that the Executive Committee, when preparing agendas for Trust Council meetings, prioritize the discussion and deliberation of Trust Council over the presentation of materials that could easily be conveyed to trustees outside of Trust Council meetings.

During discussion it was suggested that educational presentation materials could be distributed outside of agendas to minimize the time spent at meetings on presentations. It was also requested that important items be scheduled mid-day when people are less tired.

The question on the motion was called,

**CARRIED**

## 8.4 Motions Arising from Delegations (Trustee Law)

### TC-2015-130

**MOVED by Trustee Law, SECONDED by Trustee Harris,**

1. That the Islands Trust Council request the Executive Committee to prepare a Request for Decision with respect to Trust Council supporting the preparation of a nomination for the Salish Sea as a Particularly Sensitive Sea Area for Council's consideration at its December meeting.

**CARRIED**

### TC-2015-131

**MOVED by Trustee Law, SECONDED by Trustee Nicholas,**

2. That the Islands Trust Council encourage the Executive Committee to identify and act upon appropriate opportunities for advocacy with respect to impacts of increased freighter anchorages in the Trust Area.

**CARRIED**

### TC-2015-132

**MOVED by Trustee Law, SECONDED by Trustee Morrison,**

3. That the Islands Trust Council request the Chair to write to the Minister of Fisheries and Oceans Canada, with a copy to the Regional Director General Pacific Region, recommending that fishery closures, in addition to those already announced, be implemented so that all glass sponge reefs in the marine waters of the Trust Area will be protected.

**CARRIED**

**ROUNDTABLE (9)** - Trustees participated in a roundtable session to discuss common issues, concerns and successes.

## 9. ADJOURNMENT

**By general consent** the meeting adjourned at 10:45 am.

**Next meeting:** December 8-10, Salt Spring Island, BC.

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Peter Luckham, Chair, Islands Trust Council

CERTIFIED CORRECT

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Carmen Thiel, Recorder and Corporate Secretary

# Islands Trust Council Follow up Action List

Updated: November 18/15

## 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;<br>CF–Clare Frater; JE–Jennifer Eliason; CT–Carmen Thiel;<br>JC – Jas Chonk |                                       |

| MEETING/Item                                                                       | Action By/To   | Target/Status       |
|------------------------------------------------------------------------------------|----------------|---------------------|
| * Next TC Agenda    ^ to Bowen Island Municipality                                 |                |                     |
| <b>Previous Meetings</b>                                                           |                |                     |
| <b>Riparian Areas Regulation (June 2010)</b>                                       |                |                     |
| * Status report to Council until completed                                         | LPC (DM) to TC | Dec                 |
| <b>NAPTEP Certificates - Issue subject to survey, covenant and baseline report</b> | (LG/JE)        |                     |
| <b>NP-NAP 2014.1</b>                                                               |                | Done                |
| <b>Communications Towers Process</b>                                               |                |                     |
| * Advise whether Council actions are necessary                                     | LPC (DM) to TC | Jan                 |
| <b>March 2015 Meeting</b>                                                          |                |                     |
| <b>Right to a Healthy Environment</b>                                              |                |                     |
| Advise EC re request for UBCM vote                                                 | LG             | Done                |
| <b>June 2015 Meeting</b>                                                           |                |                     |
| <b>First Nations</b>                                                               |                |                     |
| - Research to clarify roles and jurisdiction                                       | DM             | 2015                |
| - First Nations Training and workshops                                             | LA/Mgmt        | On agenda           |
| - Advise LTCs re C2C funding mechanisms/opportunities                              | DM/MR          | Done                |
| - Design and populate FN contact database                                          | DM             | 2015-16             |
| - Develop business cases for 2016-17 budget                                        | DM             | Dec                 |
| <b>Islands Trust Adaptation Strategy</b>                                           |                |                     |
| - Develop Islands Trust Adaptation Strategy                                        | LA/Mgmt        | 2015-16             |
| <b>NAPTEP Certificate SSI-NAP-2015.1(Achilles)</b>                                 |                |                     |
| - Issues certificate subject to survey, covenant and baseline report               | JE             | Applicant cancelled |
| <b>September 2015 Meeting</b>                                                      |                |                     |
| <b>June Meeting Minutes</b>                                                        |                |                     |
| - sign, post and file                                                              | CT/JC          | Done                |
| <b>Hornby Island DAI Bylaw 161</b>                                                 |                |                     |
| - arrange for 4 <sup>th</sup> reading                                              | DM/JC          | Done                |
| <b>Letter of Understanding with BIM re NAPTEP</b>                                  |                |                     |
| - arrange for signing of LOU                                                       | LG             | Done                |
| - finalize, post and circulate LOU                                                 | LG             | Done                |
| <b>Bylaw 162 – NAPTEP expansion to Bowen</b>                                       |                |                     |
| - arrange for 4 <sup>th</sup> reading                                              | LG/JC          | Done                |

**Select Committee – Review of Office Location**

|                                                                  |    |      |
|------------------------------------------------------------------|----|------|
| - Revise terms of reference and add other information            | LA | Done |
| - Advise staff representatives                                   | LA | Done |
| - Hire auxiliary administrative person, create email group, etc. | CS | Done |
| - Schedule first meeting, create agenda                          | CS | Done |

**Strategic Plan 2014-2018**

|                                     |    |      |
|-------------------------------------|----|------|
| - Amend Strategic Plan as agreed    | LA | Done |
| - Circulate and post strategic plan | LA | Done |

**CDFCP Conservancy Strategy**

|                                                                 |       |      |
|-----------------------------------------------------------------|-------|------|
| - Forward strategy to LTCs and BIM ( <i>with Chair letter</i> ) | LG/JE | Done |
|-----------------------------------------------------------------|-------|------|

**Trust Council 2016 Schedule**

|                                     |    |      |
|-------------------------------------|----|------|
| - Amend dates for N Pender and post | JC | Done |
|-------------------------------------|----|------|

**Islands Trust Act Amendment re First Nations**

|                                                                                                                            |    |      |
|----------------------------------------------------------------------------------------------------------------------------|----|------|
| - Request amendment to ITA to add "First Nations" to co-operation list<br>( <i>moved to legislative monitoring chart</i> ) | LG | Done |
|----------------------------------------------------------------------------------------------------------------------------|----|------|

**Advocacy re UN Climate Change Conference**

|                              |    |      |
|------------------------------|----|------|
| - Draft Chair Correspondence | LG | Done |
|------------------------------|----|------|

**Particularly Sensitive Sea Area**

|                                                       |    |      |
|-------------------------------------------------------|----|------|
| - Develop RFD for December – <i>postpone to March</i> | LG | 2016 |
|-------------------------------------------------------|----|------|

**Freighter Anchorages**

|                                                             |       |         |
|-------------------------------------------------------------|-------|---------|
| - Identify and act on opportunities re freighter anchorages | LG/CF | 2015-16 |
|-------------------------------------------------------------|-------|---------|

**Glass Sponge Reefs**

|                                              |       |      |
|----------------------------------------------|-------|------|
| - Draft Chair Correspondence to DFO minister | LG/CF | Done |
|----------------------------------------------|-------|------|

**Follow-up Letters**

|                                  |         |      |
|----------------------------------|---------|------|
| Acknowledge Delegates and Guests | (LG/CF) | Done |
|----------------------------------|---------|------|

**Next Trust Council**

|                                                                            |         |      |
|----------------------------------------------------------------------------|---------|------|
| Sept 2015 Follow Up Action List to Trustees and staff                      | (LA/JC) | Done |
| Sept 2015 Council meeting decision highlights to website (after EC review) | (CT/JC) | Done |
| News Release and Agenda for Dec 2015 Council meeting                       | (JC)    | Done |
| Invitations – Area MLA, Electoral Area Director, former trustees           | (JC)    | Nov  |
| Agenda Package - Review/Distribution to Trustees                           | (JC)    | Nov  |
| Post notice on community bulletin boards (on island of meeting only)       | (JC)    | Nov  |

## Director of Local Planning Services FOURTH QUARTER REPORT

Date: 16/11/2015

| COMPLETED SINCE LAST REPORT <i>(needs to be a header that continues on subsequent pages)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | PLANNED FOR NEXT QUARTER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Executive Committee and Council</b> <ul style="list-style-type: none"> <li>• Attended Executive Committee meetings on October 28 and November 25</li> <li>• Attended September Trust Council meeting on Bowen Island</li> <li>• Attended the meeting with Cowichan Valley Regional District on October 26</li> <li>•</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Executive Committee and Council</b> <ul style="list-style-type: none"> <li>• Attend Executive Committee meetings.</li> <li>• Attend December Trust Council meeting in Victoria</li> </ul>                                                                                                                                                                                                                                                                                                                                                 |
| <b>Local Planning Committee</b> <ul style="list-style-type: none"> <li>• Organised and attended meeting planned for November 12, 2015. Meeting held in Ladysmith to accommodate trustees from the northern islands.</li> <li>• Presented a draft Project Charter for a community housing workshop to be held in the fall of 2016.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Local Planning Committee</b> <ul style="list-style-type: none"> <li>• Organise and attend meeting planned for February 2015</li> <li>• Work on top priority as directed by LPC</li> </ul>                                                                                                                                                                                                                                                                                                                                                 |
| <b>Management of Local Planning Services Unit</b> <ul style="list-style-type: none"> <li>• Local Planning Services Management Meetings with regional planning managers (RPMs) held on September 24 on Gabriola Island, October 20 on Salt Spring Island and November 23 in Victoria.</li> <li>• Attended the Northern Office on September 24, 2015</li> <li>• Attended the Salt Spring planning offices on October 20, 2015.</li> <li>• The DLPS was on vacation during this reporting period from October 5 to 19 and November 16 to 19 inclusive.</li> </ul>                                                                                                                                                                                                                            | <b>Management of Local Planning Services Unit</b> <ul style="list-style-type: none"> <li>• Local Planning Services Management Meetings planned monthly.</li> <li>• Organise a Local Planning Services professional development day for February 2016.</li> <li>• Respond to survey of staff for development of topics for 2016 Pro-D Days.</li> <li>• Attend the Northern Office on regular basis.</li> <li>• Attended the Salt Spring planning offices on a regular basis.</li> <li>• Complete hiring for Salt Spring vacancies.</li> </ul> |
| <b>Planning Support to Local Trust Committees</b> <ul style="list-style-type: none"> <li>• Worked with regional planning managers on providing planning services to local trust committees.</li> <li>• Continued to have presence on the Green Shores for Homes steering committee.</li> <li>• Continued to review and improve First Nations engagement in bylaw processing with the Ministry of Community, Sport and Cultural Development.</li> <li>• Continued to work with Bylaw Enforcement Manager to complete staffing and work program alignment. Waiting on information from the Public Service Agency (PSA).</li> <li>• Facilitated annual interagency meetings: Gambier LTC and SCRD; Denman and Hornby LTCs and Comox Valley RD; Thetis LTC and Cowichan Valley RD;</li> </ul> | <b>Planning Support to Local Trust Committees</b> <ul style="list-style-type: none"> <li>• Continue to have presence on the Green Shores for Homes steering committee.</li> <li>• Continue to review and improve First Nations engagement in bylaw processing with the Ministry of Community, Sport and Cultural Development.</li> <li>• Continue to work with Bylaw Enforcement Manager to complete staffing and work program alignment.</li> <li>• Facilitate interagency meeting between Gabriola LTC and RDN (AK)</li> </ul>             |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gambier LTC and Metro Vancouver (AK)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Support for the CAO</b> <ul style="list-style-type: none"> <li>• Participated in management meeting on November 11, 2015</li> <li>• Participated in leadership meetings on October 27, 2015</li> <li>• Participated in all staff meeting on September 30, 2015</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Support for the CAO</b> <ul style="list-style-type: none"> <li>• Participate in management meetings</li> <li>• Participate in leadership meetings</li> <li>• Continue to work with Director of Trust Area Services on the implementation of the Time and Leave Management on-line system</li> <li>• Continue to work on revising the operations policy manual and incorporating local trust committee standing resolutions.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Grants Administration</b> <ul style="list-style-type: none"> <li>• Continued Lasqueti Community Energy Project oversight including quarterly claims for re-imburement</li> <li>• Meeting with Lasqueti Project oversite team and SD 69 in Parksville</li> <li>• Continued to maintain grants database (and keep up to date)</li> <li>• Continued to look for grant opportunities and notify relevant parties.</li> <li>• Met with UBCM in Victoria</li> <li>• Electronic and paper file maintenance and refinement.</li> <li>• REFBC Interim and Final Reports completed</li> <li>• C2C funding applications – Gambier and Thetis – Both successful</li> <li>• SHSI funding application - Lasqueti – pending approval</li> <li>• Attended Green Municipal Fund webinar</li> <li>• Provided some grant information for community groups as per trustee requests</li> <li>• Specific grant research for DELTC, SSILPS and SSIWPA</li> </ul> | <b>Grants Administration</b> <ul style="list-style-type: none"> <li>• Review and present draft Grant (&amp; donations) policy changes to management team in December</li> <li>• Continue Lasqueti Community Energy Project oversight including quarterly claims for re-imburement</li> <li>• Final Report for UBCM grant for Age Friendly Plan on North Pender Island</li> <li>• Final Report for Berman Foundation for SSIWPA</li> <li>• Grant applications as needed</li> <li>• Continue to maintain grants database (and keep up to date)</li> <li>• Continue to research for grant opportunities and notify relevant parties.</li> <li>• Continue electronic and paper file maintenance and refinement.</li> <li>• Review and update Community Group funding opportunities database</li> <li>• Website review and maintenance</li> <li>• Presentation on Grants Management at LPS Pro- D Day</li> </ul> |



## LOCAL PLANNING COMMITTEE WORK PROGRAM REPORT

To: Islands Trust Council

Date: November 25, 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.

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### 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 2016. 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.

**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



34

**COMMENT:**

This statistical report shows that the number of files has increased significantly. The increase is mainly for STVRs on North Pender and Mayne Islands and development permits on Salt Spring Island.

**ATTACHMENT(S):**

Bylaw Enforcement - File Volume  
Bylaw Enforcement - Violation Type  
Bylaw Enforcement - Status of Open Files

**AVAILABLE OPTIONS:**

1. Receive for information.
2. Request additional information to be presented in the report.

**FOLLOW-UP:**

Reports will be updated and presented every quarter to Trust Council.

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**Prepared By:** Miles Drew, Bylaw Enforcement Manager

**Reviewed By/Date:** Robert Kojima, Acting Director, Local Planning  
Services

Executive Committee

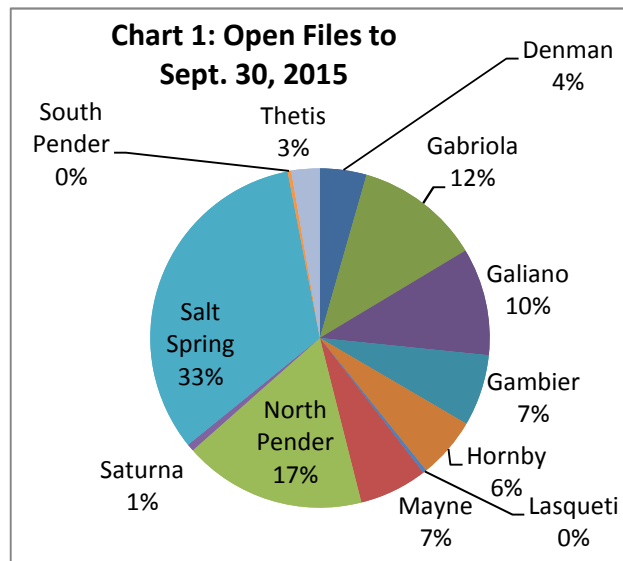
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Chief Administrative Officer

## Bylaw Enforcement - File Volume

**Table 1**

| LTC          | 2013       |             | 2014       |             | 2015       |            |            |          |            |             |
|--------------|------------|-------------|------------|-------------|------------|------------|------------|----------|------------|-------------|
|              | T Open     | %           | T Open     | %           | Q1         | Q2         | Q3         | Q4       | T Open     | %           |
| Denman       | 9          | 6%          | 10         | 5%          | 10         | 11         | 13         |          | 13         | 4%          |
| Executive    | 0          | 0%          | 0          | 0%          | 0          | 0          | 0          |          | 0          | 0%          |
| Gabriola     | 15         | 10%         | 19         | 9%          | 20         | 24         | 35         |          | 35         | 12%         |
| Galiano      | 23         | 15%         | 27         | 13%         | 27         | 30         | 30         |          | 30         | 10%         |
| Gambier      | 16         | 10%         | 18         | 9%          | 18         | 20         | 20         |          | 20         | 7%          |
| Hornby       | 14         | 9%          | 17         | 8%          | 17         | 17         | 17         |          | 17         | 6%          |
| Lasqueti     | 1          | 1%          | 1          | 0%          | 1          | 1          | 1          |          | 1          | 0%          |
| Mayne        | 5          | 3%          | 8          | 4%          | 11         | 17         | 19         |          | 19         | 6%          |
| North Pender | 16         | 10%         | 21         | 10%         | 25         | 30         | 51         |          | 51         | 17%         |
| Saturna      | 1          | 1%          | 2          | 1%          | 2          | 2          | 2          |          | 2          | 1%          |
| Salt Spring  | 51         | 33%         | 76         | 37%         | 80         | 88         | 96         |          | 96         | 33%         |
| South Pender | 0          | 0%          | 0          | 0%          | 0          | 1          | 1          |          | 1          | 0%          |
| Thetis       | 3          | 2%          | 5          | 2%          | 6          | 7          | 8          |          | 8          | 3%          |
| <b>TOTAL</b> | <b>154</b> | <b>100%</b> | <b>204</b> | <b>100%</b> | <b>217</b> | <b>248</b> | <b>293</b> | <b>0</b> | <b>293</b> | <b>100%</b> |



**LEGEND**

**T Open = Total number of files remaining open at the end of the reporting period**

**Q1** = January 1 to March 31 - report to Trust Council in June

**Q2** = April 1 to June 30 - report to Trust Council in September

**Q3** = July 1 to September 30 - report to Trust Council in December

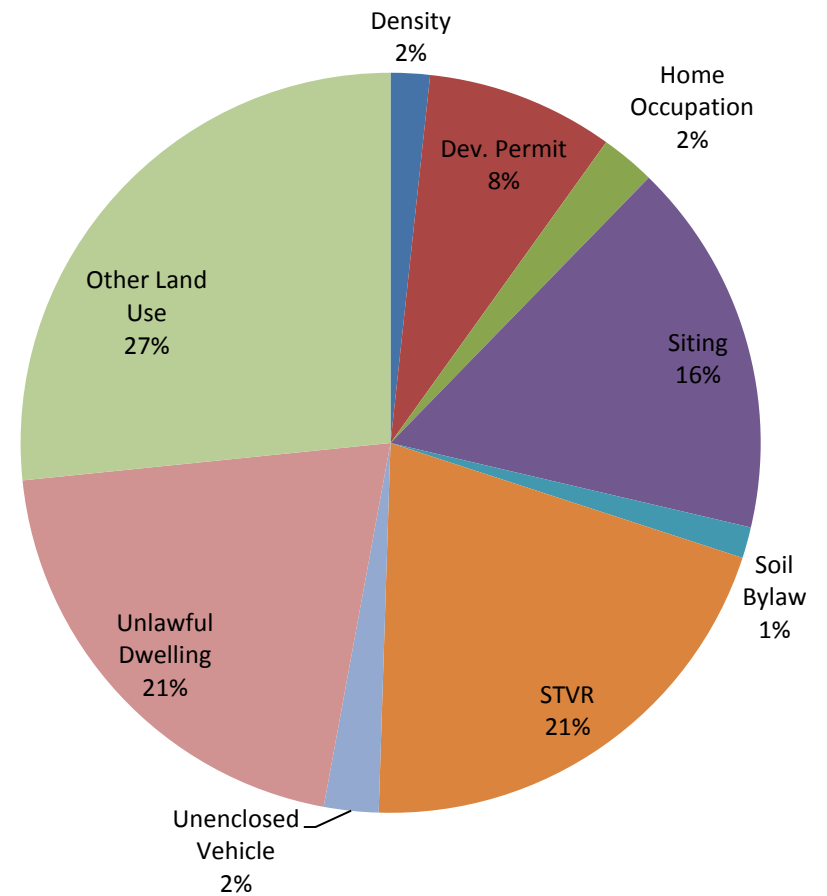
**Q4** = October 1 to December 31 - report to Trust Council in March

## Bylaw Enforcement - Violation Type

**Table 2**

| LTC          | Violation Type |             |                 |        |            |      |                    |                   |                |        |            |
|--------------|----------------|-------------|-----------------|--------|------------|------|--------------------|-------------------|----------------|--------|------------|
|              | Density        | Dev. Permit | Home Occupation | Siting | Soil Bylaw | STVR | Unenclosed Vehicle | Unlawful Dwelling | Other Land Use | TOTALS | Percentage |
| Denman       |                | 4           |                 | 1      |            | 1    |                    | 2                 | 5              | 13     | 4%         |
| Executive    |                |             |                 |        |            |      |                    |                   |                | 0      | 0%         |
| Gabriola     | 2              | 6           | 2               | 9      |            | 5    |                    | 5                 | 6              | 35     | 12%        |
| Galiano      |                | 1           | 2               | 6      |            | 3    | 2                  | 6                 | 10             | 30     | 10%        |
| Gambier      |                |             |                 | 9      |            |      |                    | 1                 | 10             | 20     | 7%         |
| Hornby       | 1              | 1           | 1               | 4      |            | 1    |                    | 6                 | 3              | 17     | 6%         |
| Lasqueti     |                |             |                 |        |            |      |                    | 1                 |                | 1      | 0%         |
| Mayne        |                |             |                 | 2      |            | 13   |                    | 1                 | 3              | 19     | 6%         |
| North Pender | 2              | 1           |                 | 6      |            | 28   | 1                  | 5                 | 8              | 51     | 17%        |
| Saturna      |                |             |                 | 1      |            | 1    |                    |                   |                | 2      | 1%         |
| South Pender |                |             |                 |        |            |      |                    |                   | 1              | 1      | 0%         |
| Salt Spring  |                | 11          | 2               | 5      | 4          | 8    | 4                  | 32                | 30             | 96     | 33%        |
| Thetis       |                |             |                 | 5      |            |      |                    | 1                 | 2              | 8      | 3%         |
| TOTALS       | 5              | 24          | 7               | 48     | 4          | 60   | 7                  | 60                | 78             | 293    | 100%       |
| %            | 2%             | 8%          | 2%              | 16%    | 1%         | 20%  | 2%                 | 20%               | 27%            | 100%   |            |

**Chart 2: Open Files by Type**



## Bylaw Enforcement - Status of Open Files

**Table 3**

| Local Trust Area | 3rd Quarter (July 1- Sept 30) |     |        |                           | Proceeding<br>to<br>Compliance | On Hold                  |                  |                     | Litigation | TOTAL   |
|------------------|-------------------------------|-----|--------|---------------------------|--------------------------------|--------------------------|------------------|---------------------|------------|---------|
|                  | OPEN<br>Start of<br>Quarter   | NEW | CLOSED | OPEN<br>End of<br>Quarter |                                | Application<br>in to LTC | LTC<br>Direction | Staff<br>Direction* |            |         |
| Denman           | 11                            | 4   | 0      | 15                        |                                |                          |                  |                     |            | 0       |
| Executive        | 0                             | 0   | 0      | 0                         |                                |                          |                  |                     |            | 0       |
| Gabriola         | 24                            | 12  | 0      | 36                        |                                |                          |                  |                     |            | 0       |
| Galiano          | 30                            | 0   | 3      | 27                        |                                |                          |                  |                     |            | 0       |
| Gambier          | 20                            | 0   | 0      | 20                        |                                |                          |                  |                     |            | 0       |
| Hornby           | 17                            | 0   | 0      | 17                        |                                |                          |                  |                     |            | 0       |
| Lasqueti         | 1                             | 0   | 0      | 1                         |                                |                          |                  |                     |            | 0       |
| Mayne            | 17                            | 3   | 0      | 20                        |                                |                          |                  |                     |            | 0       |
| North Pender     | 30                            | 29  | 7      | 52                        |                                |                          |                  |                     |            | 0       |
| Saturna          | 2                             | 0   | 0      | 2                         |                                |                          |                  |                     |            | 0       |
| Salt Spring      | 88                            | 12  | 6      | 94                        |                                |                          |                  |                     |            | 0       |
| South Pender     | 1                             | 0   | 0      | 1                         |                                |                          |                  |                     |            | 0       |
| Thetis           | 7                             | 1   | 0      | 8                         |                                |                          |                  |                     |            | 0       |
| Total            | 248                           | 61  | 16     | 293                       | 0                              | 0                        | 0                | 0                   | 0          | 0       |
| Percentage       |                               |     |        |                           | #DIV/0!                        | #DIV/0!                  | #DIV/0!          | #DIV/0!             | #DIV/0!    | #DIV/0! |

\* "Staff Direction" refers to files that Staff have decided not to pursue at this time for a variety of reasons, such as waiting for a court decision or for bylaw amendments that could alter the need for enforcement.

## CHIEF ADMINISTRATIVE OFFICER 2015-2016 THIRD QUARTER REPORT

Date: November 19, 2015

| COMPLETED SINCE LAST REPORT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | PLANNED FOR NEXT QUARTER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1. TRUST COUNCIL &amp; TRUSTEES</b></p> <ul style="list-style-type: none"> <li>• Supervise all decisions and briefings to Trust Council</li> <li>• Supervise implementation of Trust Council decisions</li> <li>• Undertake and supervise quarterly meeting preparation</li> <li>• Strategic Planning – reformatting and updating of Strategic Plan. Initial implementation of plan regarding Trust Council and Executive Committee work plans</li> <li>• Attend meetings of Select Committee re Review of Victoria Office Location</li> <li>• Advice to trustees re conflict of interest and bias and potential legal challenges</li> <li>• Input into Financial Planning Committee (re budget) and Trust Program Committee agenda items (re policy statement)</li> <li>• Liaison re MCSCD and CRD re Initial Islands Trust Adaptation Strategy</li> <li>• Project Charter and draft Table of Contents re Islands Trust Initial Adaptation Strategy</li> </ul> | <ul style="list-style-type: none"> <li>• Supervise implementation of Council decisions</li> <li>• Supervise quarterly meeting preparation <ul style="list-style-type: none"> <li>◦ RFDs and briefings</li> </ul> </li> <li>• Strategic planning – quarterly update</li> <li>• Advice to trustees re conflict of interest and bias and potential legal challenges</li> <li>• Prepare for TC sessions in March 2016</li> <li>• Liaison re MCSCD re Initial Adaptation Strategy and Protocol Agreement re Incorporation</li> <li>• Liaison with consultant re Salt Spring Island Incorporation Study</li> <li>• Preparation of Initial Adaptation Strategy</li> </ul> |
| <p><b>2. EXECUTIVE COMMITTEE</b></p> <ul style="list-style-type: none"> <li>• Supervise tri-weekly meeting preparation</li> <li>• Supervise implementation of EC decisions</li> <li>• Litigation defence management (4 active files)</li> <li>• Meeting with Bowen Island Municipal Council</li> <li>• Administrative Fairness Complaints (no new complaints this quarter)</li> <li>• Liaison re Ombudsperson files (one complaint – determined to be unfounded)</li> <li>• Coordinate UBCM breakfast with MLAs and EADs</li> <li>• Participate in staff working group re improvements to policy development and implementation</li> <li>• Advice to EC and CAO Hiring Committee re CAO hiring process and related communications</li> <li>• CAO Transition planning</li> </ul>                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Supervise tri-weekly meeting preparation</li> <li>• Supervise implementation of EC decisions</li> <li>• Litigation defence management (4 active files)</li> <li>• Implement Strategic Planning initiatives related to EC areas of responsibility</li> <li>• Implement CAO Transition Plan</li> </ul>                                                                                                                                                                                                                                                                                                                      |
| <p><b>3. EXECUTIVE SERVICES UNIT</b></p> <ul style="list-style-type: none"> <li>• Complete staff performance reviews and plans</li> <li>• Revised strategy for coverage of Executive Coordinator duties</li> <li>• Assume responsibilities for Executive Coordinator duties re unit budget forecasts for 2015-16 and planning for 2016/17</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Executive Coordinator – hiring of temporary replacement</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>4. <u>EXTERNAL LIAISON</u></b></p> <ul style="list-style-type: none"> <li>Local Area CAOs' meeting – CRD</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Local Area CAO's meeting</li> <li>CAO Forum (LGMA)</li> </ul>                                                                                                                                       |
| <p><b>5. <u>MANAGEMENT TEAM</u></b></p> <ul style="list-style-type: none"> <li>Bi-weekly management coordination meetings</li> <li>Monthly meetings of leadership group</li> <li>Management Team – alignment document completed</li> <li>Staff meeting and discussion re staff survey results</li> <li>Meeting with SSI RPM re Initial Adaptation Strategy</li> <li>Meeting with Northern Team</li> <li>Professional Development: <ul style="list-style-type: none"> <li>UBCM conference</li> <li>Presenter at Pacific Business &amp; Law Institute</li> <li>Volunteer faculty for MATI Successful CAO course</li> <li>Member PIBC Professional Practices Review Committee</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Bi-weekly management coordination meetings</li> <li>Monthly meetings of leadership group</li> <li>Professional Development: <ul style="list-style-type: none"> <li>CAO Forum</li> </ul> </li> </ul> |

## EXECUTIVE COMMITTEE WORK PROGRAM REPORT

To: Islands Trust Council

Updated: November 16, 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

- 'Initial' Adaptation Strategy (re potential SSI incorporation) (LA)
- **Protocol Agreement with MCSCD re municipal incorporation (LA)**
- CAO Transition planning (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

- Guidelines for exchanging gifts at First Nations special events
- **Crown land agreements review (LG/DM/TPC)**
- **Oil Spill and Shipping Safety advocacy (LG/CF)**

##### Planned

- Public Engagement re Draft 2016/2017 Budget (LG/PH)

#### **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

- Annual meeting (UBCM breakfast) with MLAs and EADs of the Trust Area (Sept. 23)
- Meeting with new ALR Chair Frank Leonard (Oct. 6)
- Introductory meeting with Minister of Community, Sport and Cultural Development (Nov. 3)

##### Planned

- Association of Vancouver Islands and Coastal Communities (April 8-10, 2016)

Linda Adams  
Chief Administrative Officer

Peter Luckham  
Chair



**Islands Trust**

## Islands Trust Council Plan for Continuous Learning 2014-2018

(What other topics would trustees like to propose?)

2015-11-27

| Year        |                              | Trust Wide and Administrative Topics                        | Legal and Governance Topics                                                                            | Planning How-To | Working With Others                                                  |
|-------------|------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------|----------------------------------------------------------------------|
| <b>2015</b> | 2015-16 Webinars (dates TBD) | Email management<br>IT Website                              | Introduction to Roberts Rules of Order<br>Introduction to Freedom of Information/Protection of Privacy |                 | Making meetings work                                                 |
|             | Dec (Victoria)               | Draft 2016/17 Budget Session<br>Strategic Plan Implications | Introduction to the Islands Trust Policy Statement                                                     |                 | Working with the Trust Fund Board                                    |
| <b>2016</b> | March (Hornby)               | Budget Session                                              | Victoria Office Location Review – update (?)<br>Trust Council Electronic Meeting Options               |                 | Effective Advocacy                                                   |
|             | June (North Pender)          | Marine Shipping Safety/Anchorages(?)                        |                                                                                                        |                 | Effective Communications/Social Media Tips (?)<br>San Juan County(?) |
|             | September (Mayne)            |                                                             |                                                                                                        |                 |                                                                      |
|             | December (Salt Spring)       | Draft 2017/18 Budget Session                                |                                                                                                        |                 |                                                                      |

| <b><i>SESSIONS/ITEMS COMPLETED IN 2015-18</i></b> |                             |                                                                                                                                             |                                                                                                                                         |                                                   |                                                    |
|---------------------------------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------|
| <b>Year</b>                                       |                             | <b>Trust Wide and Administrative Topics</b>                                                                                                 | <b>Legal and Governance Topics</b>                                                                                                      | <b>Planning How-To</b>                            | <b>Working With Others</b>                         |
| <b>2015</b>                                       | <i>2015 Webinars (held)</i> | <i>Annual Budget in Depth</i>                                                                                                               |                                                                                                                                         |                                                   |                                                    |
|                                                   | <i>Mar (Gabriola)</i>       | <i>Introduction to Strategic Planning</i><br><i>Annual Budget Session</i>                                                                   | <i>Standards of Conduct (legal session)</i><br><i>Provincial Assessment of Impact on Islands Trust (re potential SSI incorporation)</i> | <i>Community Planning 101 (for newly-elected)</i> | <i>Working with First Nations (introduction)</i>   |
|                                                   | <i>June (Galiano)</i>       | <i>Visioning/Strategic Planning</i>                                                                                                         |                                                                                                                                         |                                                   | <i>San Juan County</i>                             |
|                                                   | <i>Sept (Bowen)</i>         | <i>Introduction to Structured Decision-Making</i><br><i>Adaptation Strategy workshop</i><br><i>Victoria Office Location Review workshop</i> | <i>Strategic Planning</i>                                                                                                               |                                                   | <i>Working with Bowen Island Municipal Council</i> |

**POTENTIAL TOPICS/AGENCY LIAISON FOR CONSIDERATION FOR FUTURE SESSIONS:**

**Suggestions arising during 2014-2018 Term:**

- 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

**Suggestions from previous terms:**

- 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
- 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

- Demographics-Aging Population
- Dept. of Fisheries and Oceans – marine sewage, fish farming
- Private Managed Forests Council

- Using Technology – document and information management
- Using Social Media
- Adapting to Sea Level Rise
- Local Government Liability

### **SESSIONS/ITEMS COMPLETED IN 2011-14**

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

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



DECEMBER 2015

## PRIORITIES

|    |                                                                                                        |
|----|--------------------------------------------------------------------------------------------------------|
| 1  | PROTECT THE NATURAL ENVIRONMENT OF THE ISLANDS TRUST AREA                                              |
| 2  | PRESERVE, PROTECT AND ADVOCATE FOR COASTAL SHORELINES AND MARINE AREAS WITHIN THE ISLANDS TRUST AREA   |
| 3  | REDUCE COMMUNITY ECOLOGICAL FOOTPRINT                                                                  |
| 4  | PROTECT QUALITY AND QUANTITY OF WATER RESOURCES                                                        |
| 5  | ENHANCE, PROTECT AND RESTORE COMMUNITY CHARACTER, SOCIO-ECONOMIC DIVERSITY AND ECONOMIC SUSTAINABILITY |
| 6  | STRENGTHEN RELATIONS WITH FIRST NATIONS                                                                |
| 7  | IMPROVE ORGANIZATIONAL COST EFFECTIVENESS AND RESILIENCE                                               |
| 8  | IMPROVE CO-OPERATION AND INTEGRATION WITH OTHER LEVELS OF GOVERNMENT                                   |
| 9  | IMPROVE COMMUNITY AND AGENCY UNDERSTANDING AND SUPPORT FOR THE ISLANDS TRUST                           |
| 10 | IMPROVE COMMUNITY ENGAGEMENT AND PARTICIPATION IN ISLANDS TRUST WORK                                   |

# Strategic Plan 2014-2018

## Quarterly Update – December 2015

### ADOPTED IN SEPTEMBER

The Islands Trust Council adopted its Strategic Plan for the 2014-18 term at its September 2015 meeting on Bowen Island.

### QUARTERLY UPDATE

Trust Council receives quarterly updates on Strategic Plan status, with highlights of successes and significant progress.

Details on status of each Strategic Objective is available under the 'Status' column of the Plan.

### THINGS TO CELEBRATE!

#### NAPTEP COMPLETE

The Islands Trust Council made significant progress on its [NAPTEP](#) (Natural Area Protection Tax Exemption Program) initiative in previous terms.

While on Bowen Island in September, Trust Council celebrated the final step in expanding NAPTEP across the

entire Trust Area, with the inclusion of Bowen Island Municipality.



BOWEN ISLAND MAYOR MURRAY SKEELS AND ISLANDS TRUST CHAIR PETER LUCKHAM CELEBRATE EXTENSION OF THE ISLANDS TRUST'S NAPTEP PROGRAM TO BOWEN ISLAND MUNICIPALITY IN SEPTEMBER. PHOTO: LINDA ADAMS

The Islands Trust Council launched the NAPTEP program in 2002, after the provincial government agreed to change the *Islands Trust Act*. Those changes encourage landowners to protect their land in perpetuity by providing a 65% property tax reduction. The concept has spread across the Islands Trust Area ([see Page 5](#)) and has been so successful that the Union of BC

*Since its launch in 2002, islanders have used NAPTEP covenants to protect*

**191.5 acres**

*of sensitive ecosystems on their land, contributing to the total of 2850 acres currently [protected by the Islands Trust Fund](#)*

Municipalities passed [Resolution B15](#) in September 2015, asking the provincial government to extend the program across the province. (See Strategy 1.2)

## ST MARY LAKE WATERSHED PLAN COMPLETE



ST. MARY LAKE, SALT SPRING ISLAND.  
PHOTO: KRISTINE MAYES

In 2012, the Islands Trust Council took an innovative step to help the Salt Spring Island community protect the St. Mary Lake watershed, the largest single source of drinking water in the Islands Trust Area, serving over 5,700 customers. It delegated, to the Salt Spring Island Local Trust Committee, powers to co-ordinate provincial, regional and other agencies, so they could work together on a collaborative approach to watershed management.

With funding from a special tax levy on Salt Spring Island, the agencies worked with community groups and technical experts to produce the [St. Mary Lake Integrated Watershed Plan](#), which blends science and cultural knowledge to plan for the health of the community's major water source. The Plan was released in October 2015. (See Strategy 4.1)

## TRANS MOUNTAIN PIPELINE EXPANSION PROJECT



## ISLANDS TRUST LETTER OF COMMENT COMPLETE

The Islands Trust has a [strong advocacy program aimed at preventing oil spills](#) in the Islands Trust Area and seeking to ensure the capacity to respond is adequate. In August, the Islands Trust's advocacy staff prepared a [Letter of Comment](#) to the National Energy Board, based on Council's opposition to a pipeline expansion project that would dramatically increase oil shipments through the Islands Trust Area. (See Strategy 2.3)



FULFORD HARBOUR ISLET.  
PHOTO: HOWARD FRY

*The Islands Trust Area  
includes almost 500 islands,*

***1363 km of  
shoreline***

*with approximately 8000  
shoreline properties*

## SIGNIFICANT PROGRESS

In addition to completing a number of significant projects in its Strategic Plan, the Islands Trust made [significant progress](#) on a number of its strategic goals:

## IMPROVING AVAILABILITY OF AFFORDABLE HOUSING

The islands in the Trust Area represent strong communities characterized by a mix of lifestyles, livelihoods and individuals. Island residents bring special skills and viewpoints to sustain a tradition of community involvement.

In recent years, the price of real estate on the islands has risen at a much greater rate than local incomes. Suitable year-round rental accommodation can be hard to find. These factors make it increasingly difficult to sustain communities that are affordable to the people who live and work on the islands. There are also challenges presented by an increasing proportion of senior residents.

With their jurisdiction for land use planning and regulation, local trust committees and Bowen Island Municipality are looking for new ways to make housing available to support the community diversity that the islands are known for, while maintaining the character and environmental integrity of the

islands. In 2010, the Islands Trust Council prepared a [Community Housing Tool Kit](#). As a guide to land use planning, the toolkit supports the development of [affordable housing in the Islands Trust Area](#).



MURAKAMI GARDENS AFFORDABLE HOUSING  
SALT SPRING ISLAND  
PHOTO: LINDA ADAMS

Several island communities have now developed housing needs assessments and local trust committees have adopted new bylaws to enable islanders to develop affordable housing, such as secondary suites, cottages and specific projects aimed at seniors, families and those with special needs. Currently, the local trust committees for Gabriola, Galiano, Hornby and North Pender are actively considering bylaws to address affordable housing. (See Strategy 5.1)

## FORAGE FISH HABITAT MAPPING

Forage fish are small fish that travel in large groups called 'schools' and are a food source or 'forage' for larger fish and marine mammals. Forage fish, including Pacific herring, Pacific sand lance and surf smelt form the cornerstone of marine food webs. They, and other forage fish species, play an important role in the diets of humpback whales,

porpoise, sea lions, seals, salmon and marine birds.

Surf smelt and Pacific sand lance lay tiny eggs (1mm) on pebble and sand beaches just below the high-tide line - an area called the intertidal zone. The number and health of these beaches play an important role in the lives of the salmon, whales and marine birds that rely on each generation of forage fish for food. Because our actions on, and around, these beaches can impact forage fish habitat, the Islands Trust Fund in partnership with the Islands Trust and the BC Marine Conservation and Research Society is surveying beaches in the Salish Sea to assess the current status of our islands' [forage fish habitat](#).



HENRY BAY, DENMAN ISLAND  
PHOTO: D. WOODWARD

Forage fish mapping is now complete for [Bowen](#), [Denman](#), [Gambier](#), [Hornby](#), [Keats](#), [North Pender](#), [South Pender](#) and [Thetis](#) islands. (See Strategy 2.2)

## RIPARIAN AREA PROTECTION

'Riparian' areas are areas bordering on streams, lakes and wetlands that directly influence and provide fish habitat. In recognition of the importance of

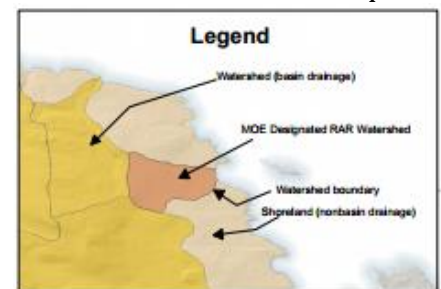
these areas to B.C. fisheries, the provincial government established the [Riparian Areas Regulation \(RAR\)](#) in 2004. It requires local governments in specific parts of the province (including the Islands Trust Area) to manage development in riparian areas to protect fish habitat.

The Islands Trust has been working for several years to meet provincial requirements under the RAR. That work was delayed by the absence of detailed information and maps about streams and fish species on the many islands that make up the Islands Trust Area.

*The riparian areas of*  
**278 km**  
*of streams are now identified, mapped and protected throughout the Islands Trust Area*

To meet provincial requirements for riparian area protection, the Islands Trust is taking a three-phased approach:

Phase 1. In consultation with provincial staff, identify which [watersheds](#) on each major island contains fish habitat that requires



EXAMPLE OF A PHASE 1 RAR WATERSHED MAP  
DENMAN ISLAND

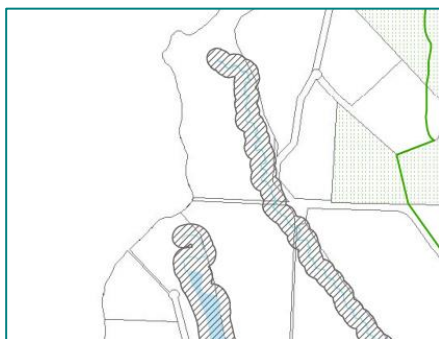
protection.

Phase 2. Undertake detailed mapping of *individual streams* within the identified watersheds.



PHASE 2 RAR STREAM MAPPING – DENMAN ISLAND  
PHOTO: MADRONE ENVIRONMENTAL SERVICES LTD.

Phase 3. Adopt *new land use regulations* to ensure protection of riparian areas on the streams identified.



RAR PHASE 3  
EXAMPLE OF DEVELOPMENT PERMIT AREA MAP,  
ILLUSTRATING RIPARIAN AREAS BESIDE FISH-BEARING  
STREAMS THAT REQUIRE PROTECTION

Following this approach, each local trust area is coming into compliance with the *RAR*. To date, the riparian areas of 278 km of streams are protected on Gabriola, Galiano, North Pender, Salt Spring, Saturna and South Pender islands.

Phase 1 watershed mapping was completed in June 2015 for Gambier, Keats, Bowyer and Passage islands. Phase 2 stream mapping is beginning for Thormanby and Lasqueti islands. The *RAR* bylaws are in development for Gambier and

Thetis islands, while *RAR* bylaws for Denman and Hornby islands were recently sent for ministerial approval.

The Islands Trust Council will continue to receive a quarterly update on progress until all areas comply with the *RAR*. (See Strategy 1.3)

## ENGAGING OUR COMMUNITIES

The Islands Trust Area is characterized by highly-engaged and involved communities, with a strong history of participation in community affairs. Their participation and engagement in land use planning processes is no different. Local trust committees typically provide significant opportunities for their communities to provide meaningful input during the development or revision of official community plans and land use regulations.

The following land use planning projects, in addition to those mentioned previously in this update, involved significant community consultation :

### GABRIOLA ISLAND

A review of land use regulations as they apply to [roadside signage regulations](#).

### GALIANO ISLAND

A project to consider bylaw amendments that would permit and [regulate home-based contractor yards](#).

### GAMBIER ISLAND

A [review of the island's Official Community Plan](#).

### HORNBY ISLAND

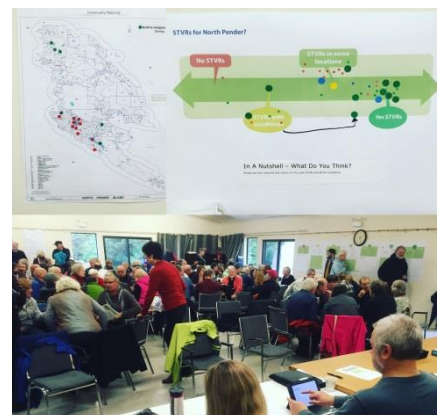
A [targeted review](#) of the island's Official Community Plan and Land Use Bylaw.

### MAYNE ISLAND

A review of [commercial land uses](#) on Mayne Island.

### NORTH PENDER ISLAND

As part of overall objectives related to affordable [housing](#), a review of the use of residential zones for short-term vacation rentals



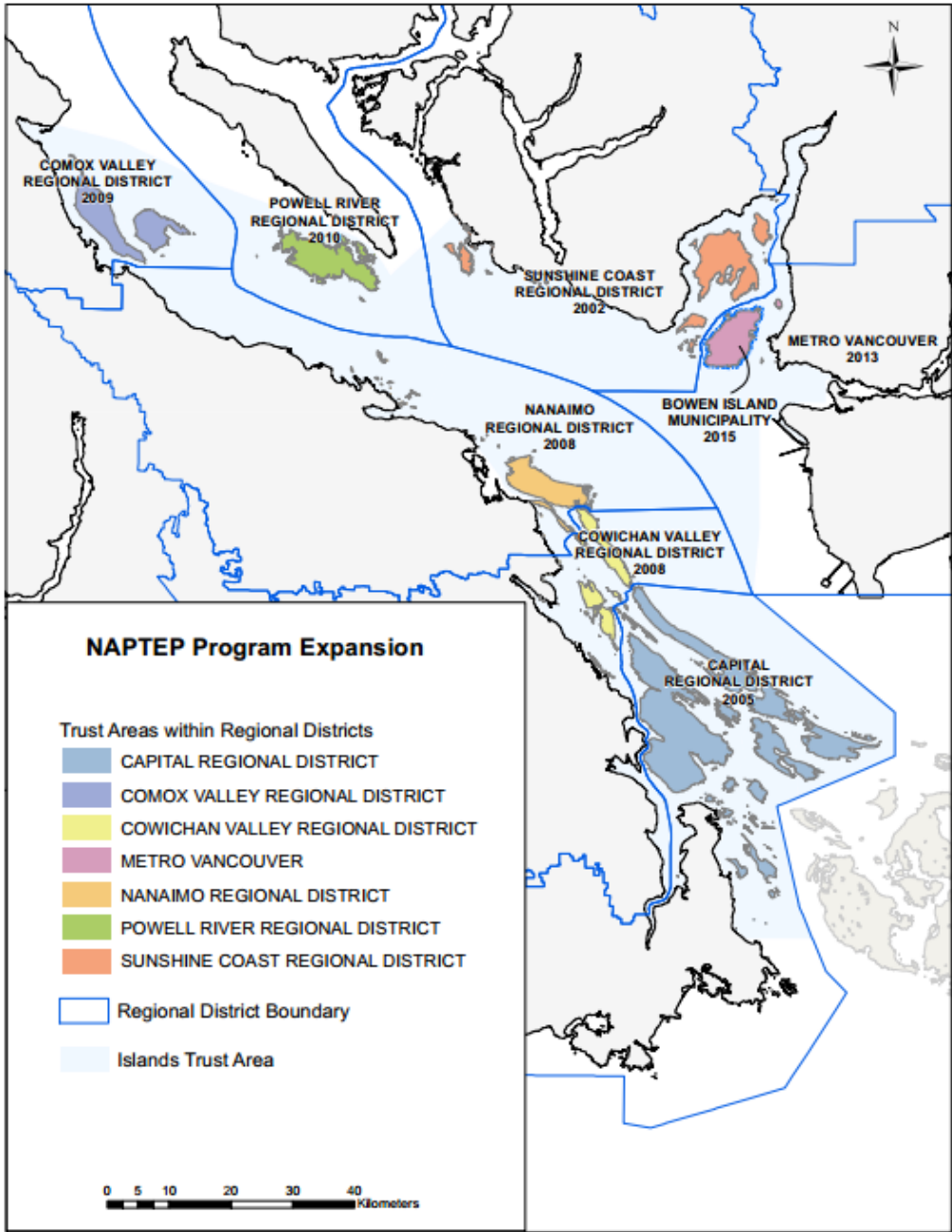
NORTH PENDER ISLAND COMMUNITY WORKSHOP  
PHOTO: DEREK MASSELINK

### SOUTH PENDER ISLAND

A comprehensive review of the island's [Land Use Bylaw](#).

### THETIS ISLAND

Creation of an [Official Community Plan for the associated islands](#) around Thetis, including Ruxton, Reid, Pylades, Hudson, Scott, Dayman, Tree and Whaleboat islands. (See Strategy 9.3)



**THIS MAP ILLUSTRATES THE EXPANSION OF THE NAPTEP PROGRAM  
ACROSS THE ISLANDS TRUST AREA FROM 2005 TO 2015**

*If you are reading a print version of this quarterly update, you can access hyperlinks by going to the online version at <http://www.islandstrust.bc.ca/trust-council/strategic-plan/>*

## REQUEST FOR DECISION

**To:** Trust Council

**For the Meeting of:** December 8-10, 2015

**From:** Executive Committee

**Date Prepared:** November 17, 2015

**File No.:** Strategic Plan

**SUBJECT:**

**TRUST COUNCIL STRATEGIC PLAN – RECOMMENDED AMENDMENTS**

**RECOMMENDATION:** That the Islands Trust Council endorse the amendments to the ‘activities, phases and success measures’ of the Strategic Plan as illustrated in updated version of the plan (Attachment 1), dated November 25, 2015.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** Following further discussions and planning, the Trust Programs Committee has developed a more detailed outline of the actual activities necessary to achieve Strategic Plan Strategy 9.1 (Review the *Islands Trust Policy Statement*). It therefore recommends some amendments to the activities, phases and success measures related to this Strategy. In addition, the Select Committee that is reviewing the location of the Victoria Office recommends some amendments to the dates associated with Strategy 5.5 (Investigate whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area constituents). Some minor amendments are also proposed for Strategy 10.1 (Improve communications and availability of information about Islands Trust activities), which previously had no activities identified. Proposed substantive amendments are illustrated in italics.

### **IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:**

The Trust Programs Committee has developed a project outline and budget request regarding a phased process that would lead to a targeted update to the Islands Trust Policy Statement (see separate briefing). If Trust Council approves the Trust Programs Committee’s budget request in March 2016, the funding would support contract assistance in implementing the first phases. Existing staff would supervise contractors. This would be a significant project that would reduce the capacity of Trust Area Services staff to undertake other projects.

**FINANCIAL:**

There are no financial implications of making the proposed amendments to the Strategic Plan at this stage. However, if in March 2016 Trust Council agrees to the Trust Programs Committee’s proposed budget request for \$85,000, and the Select Committee’s request for \$65,000, this would be reflected in Trust Council’s budget for 2016/17. If Trust Council does not approve these budget requests, it would need to amend the Strategic Plan to remove, amend or delay the work proposed. Activities described for future fiscal years would be subject to future Trust Council decisions about its annual budget.

**POLICY:**

No implications for current policy. However, if implementation of Strategy 9.1 proceeds, it would likely result in amendments to those policies that Trust Council uses to administer its Policy Statement, as well as amendments to the *Islands Trust Policy Statement*.

#### **IMPLEMENTATION/COMMUNICATIONS:**

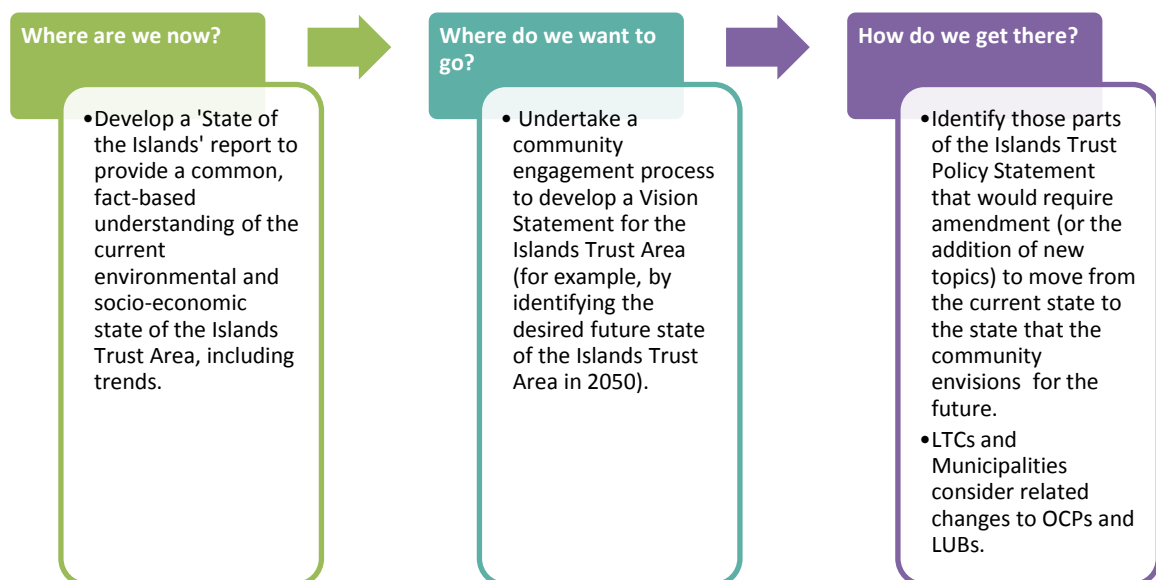
Should Trust Council agree to the proposed amendments, the relevant committees would continue to work in accordance with the amended activities. Trust Council would be asked to consider the related budget requests when adopting each of its future annual budgets, as indicated.

**OTHER:** Because amendment to the *Islands Trust Policy Statement* would be a significant project, the actual phases could change again in future, once each phase is undertaken and next steps become clearer. The actual steps to be undertaken by the Select Committee would also become clearer in future years.

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#### **BACKGROUND**

- In September 2015, the Islands Trust Council adopted the Goals, Objectives and Strategies for a Strategic Plan for the 2014-2018 term.
- Trust Council also endorsed the 'Activities, Phases and Success Measures' for the remainder of the 2015/16 fiscal year and requested the Financial Planning Committee to use the activities proposed for the 2016/17 as a basis for developing a budget for 2016/17.
- The Trust Programs Committee has had further discussions about the process for implementing Strategy 9.1 (Review the Islands Trust Policy Statement).
- The Trust Programs Committee recommends some changes and more detailed identification of the activities, phases and success measures that Trust Council has already endorsed for Strategy 9.1.
- The Trust Programs Committee's recommendations suggest a 3-phase process to assist the communities of the Islands Trust Area to answer three fundamental questions:
  - Where are we now?
  - Where do we want to go?
  - How do we get there?



- In addition to proposed amendments to the activities under Strategy 9.1, the Select Committee for review of the Victoria Office location has suggested some minor timing amendments and minor amendments are also proposed to implement Strategy 10.1 (Improve communications and availability of information about Islands Trust activities)
- In adopting its Strategic Plan, Trust Council does not formally adopt the columns that indicate 'Who Would Work On It?', 'Is Funding required or in Place?' and 'Status'. However, substantive amendments to these columns (since September 2015) are shown in *italics* for information.
- A Quarterly Update for December 2015 (separate agenda item) illustrates some of the more significant progress made in achieving Trust Council's Strategic Plan.

#### **REPORT/DOCUMENT:**

1. Islands Trust Council Strategic Plan, Adopted September 17, 2015, Updated to November 25, 2015 (illustrating proposed amendments).

#### **KEY ISSUE(S)/CONCEPT(S):**

Amendments to the activities illustrated to implement Strategies 5.5, 9.1 and 10.1 of Trust Council's Strategic Plan (see Attachment 1 to the Plan).

#### **RELEVANT POLICY:**

n/a

#### **DESIRED OUTCOME:**

Amendments to Trust Council's Strategic Plan to reflect more detailed planning for its implementation.

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#### **RESPONSE OPTIONS**

##### **Recommended:**

**That the Islands Trust Council endorse the amendments to the 'activities, phases and success measures' of the Strategic Plan as illustrated in updated version of the plan, dated November 25, 2015.**

##### **Alternative:**

1. That the Islands Trust Council not amend the Strategic Plan as indicated.
2. That the Islands Trust Council adopt different amendments to the Strategic Plan.

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#### **Prepared By:**

**Linda Adams, Chief Administrative Officer**

#### **Reviewed By/Date:**

Executive Committee, November 25, 2015




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Linda Adams, Chief Administrative Officer

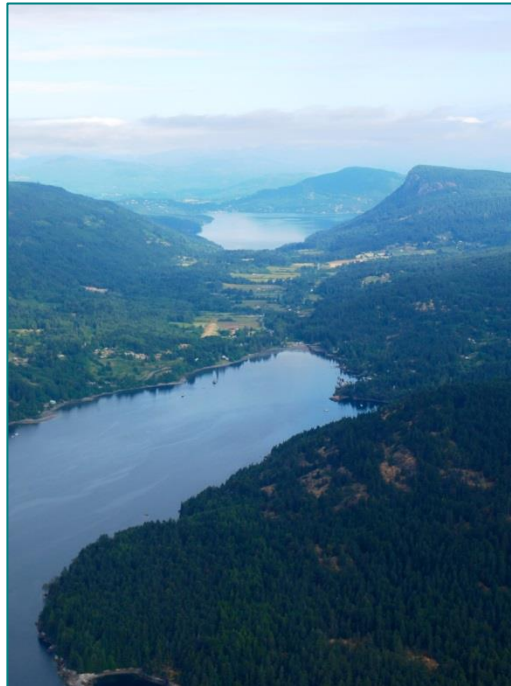


# Strategic Plan

**2014-2018**

**Adopted September 17, 2015**

Updated to November 25, 2015



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# The Islands Trust Area

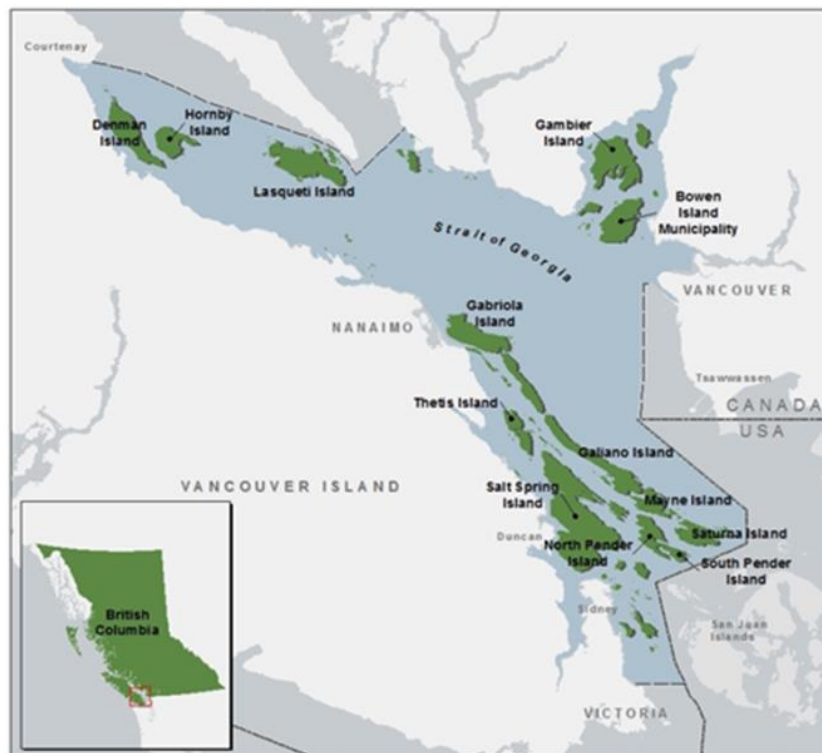
The Islands Trust Area covers the islands and waters between the British Columbia mainland and southern Vancouver Island, including Howe Sound and as far north as Comox. This is a unique and special place, composed of 13 major islands and more than 450 smaller islands covering approximately 5200 square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

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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 consists of the 26 locally-elected



trustees who also sit on 12 local trust committees and 1 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 four-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

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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 - 'To Foster preservation and protection of the Trust Area's ecosystems'**

This term, the Islands Trust will work towards this goal by focusing on:

- *Protecting the natural environment of islands, particularly by encouraging voluntary stewardship, expanding the Natural Areas Protection Tax Exemption Program ([NAPTEP](#)), and protecting high biodiversity area, such as riparian areas and Coastal Douglas-fir and associated ecosystems.*
- *Protecting coastal shorelines and marine areas with land use planning tools and for advocating for appropriate oil spill prevention and response, management of abandoned and derelict vessels, and for reducing the impacts of shellfish aquaculture practices and industrial marine activities.*

## **Islands Trust Policy Statement Goal B - 'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'**

The Islands Trust will work towards this goal by focusing on:

- *Reducing community ecological footprints through the development of integrated community sustainability plans and supporting efficient and sustainable transportation systems and infrastructure*
- *Protecting water quality and quantity with land use planning tools, coordination with other agencies, advocacy and education about water conservation.*

## **Islands Trust Policy Statement Goal C - 'To sustain island character and healthy communities'**

The Islands Trust will work towards this goal by focusing on:

- *Enhancing, protecting and restoring community character, socio-economic diversity and economic sustainability – through the use of land use planning tools that improve the availability of affordable, accessible and appropriate housing and promote economic sustainability.*
- *Working with other agencies to promote economic sustainability and facilitate exploration of intra and inter-island transportation routes.*
- *Investigating whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area constituents.*

## **Goal D – Effective, Efficient and Collaborative Governance**

The Islands Trust will provide effective, efficient and collaborative governance by:

- *Strengthening relationships with First Nations.*
- *Improving cost effectiveness and resilience.*
- *Improving cooperation and integration with other levels of government.*
- *Improving community and agency understanding and support of the Islands Trust.*
- *Improving community engagement and participation in Islands Trust work.*

# Strategic Plan Development

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The Islands Trust Council's policies give the Islands Trust's Executive Committee responsibility for facilitating the review and amendment of Trust Council's Strategic Plan.

To develop drafts of the plan, the Executive Committee adopted a process in early 2015 that would identify between seven 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.

After elections in November 2014, Trust Council members provided some initial input regarding strategic priorities for the coming term. In March 2015, a Trust Council workshop on strategic planning provided a further opportunity for trustees to consider strategic priorities. After a strategic planning workshop in June 2015, Trust Council endorsed a draft list of objectives and strategies for the purposes of public consultation, following further input from Council's committee, local trust committees, the Trust Fund Board and Bowen Island Municipality. In July and August 2015, members of the public were invited to provide input regarding Trust Council's potential strategic priorities. Almost 200 community members participated in a public survey about potential priorities and close to 50 sent their suggestions in individual emails and other correspondence. Trust Council's advisory committees reviewed public input before they finalized their recommendations to Trust Council regarding the Strategic Plan.

In August and September 2015, the Executive Committee considered all input before preparing a draft Strategic Plan for Trust Council's consideration in September 2015. After a further workshop and several amendments, Trust Council adopted the Strategic Plan included in Attachments 1 and 2 on September 17, 2015.

- **Attachment 1** focuses on the work that Trust Council, Council's standing and select committees, the Executive Committee and the Trust Fund Board undertake throughout the Islands Trust Area. Activities on Attachment 1 are numbered with a letter "T" prefix.
- **Attachment 2** focuses on the work of local trust committees, which are responsible for land use planning and regulation within their respective local trust areas. Activities on Attachment 2 are numbered with a letter 'L' prefix.

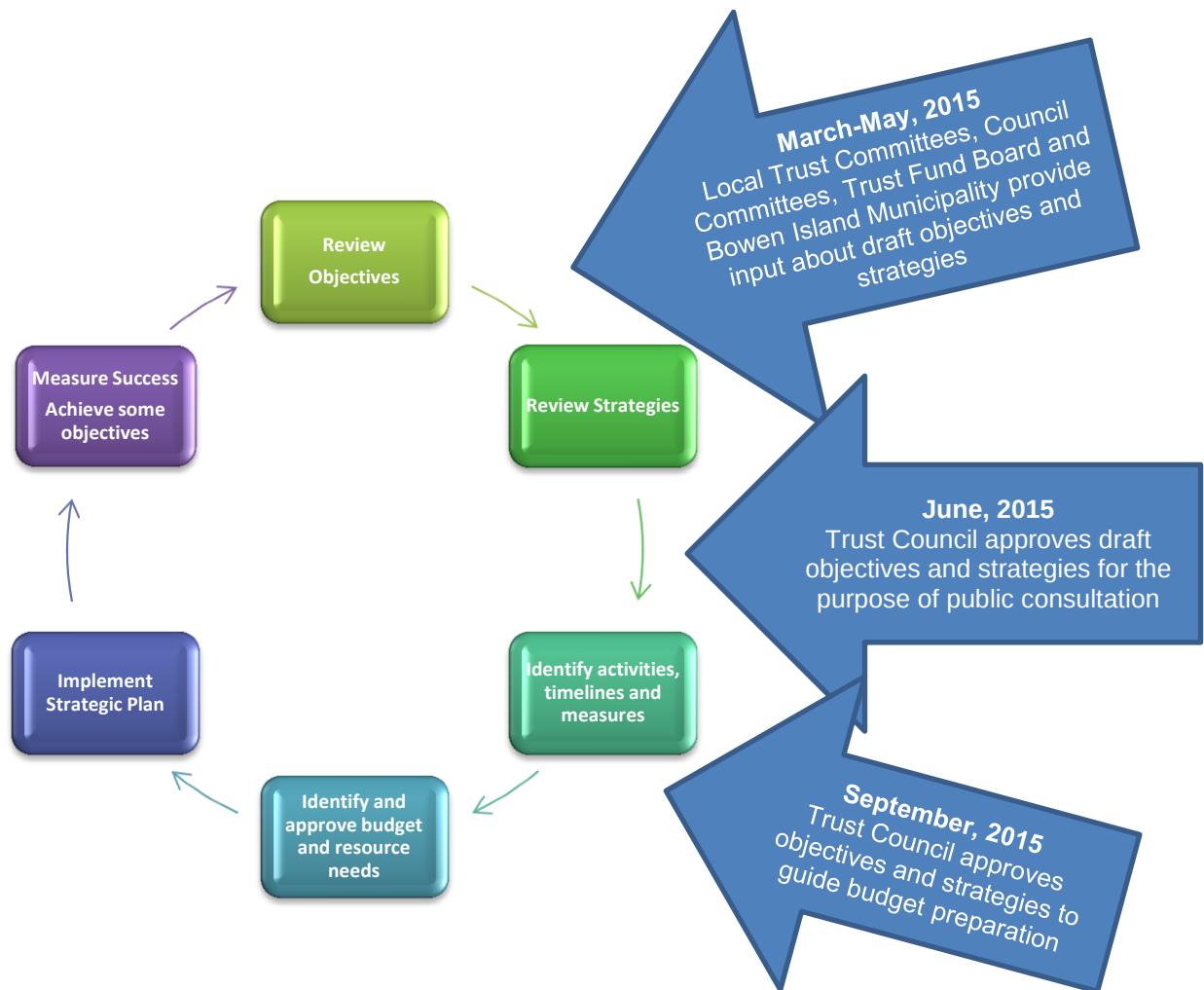
The Strategic Plan identifies 10 strategic *objectives*, reflecting input from the public and from Islands Trust bodies (local trust committees, the Trust Fund Board, Bowen Island Municipality and Council committees). It groups *objectives* and *strategies* according to broad goals found in the Islands Trust's Object and Policy Statement. It also indicates the *actions* that would help to implement some of the *strategies* and identifies which corporate bodies or staff units of the Islands Trust could take responsibility for the various *actions* identified.

The Strategic Plan indicates whether new resources will be needed for individual actions, how success will be measured and the status of each action. In some instances, actions are already underway, or carried forward from the 2011-2014 term.

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.

# Islands Trust Strategic Plan Review Process

The following diagram summarizes the process that the Islands Trust Council uses to develop and review its Strategic Plan:



# How to Read the Strategic Plan

The Islands Trust Strategic Plan is intended to serve several purposes, in one document, with two attachments. Attachment 1 focuses on activities that will be undertaken at a 'Trust Area' level by Trust Council, Council committees and the Trust Fund Board. Attachment 2 focuses on activities that will be undertaken by local trust committees and, in some cases, by Bowen Island Municipality. Trust Council uses its Strategic Plan to communicate to the public about the Islands Trust's primary objectives for the current term. It also uses it to communicate with external agencies, with the sixteen corporate bodies within the Islands Trust and with Islands Trust staff, to illustrate how the various activities work together to achieve common objectives and goals. The Strategic Plan also identifies phases for the various activities and whether they can be undertaken with existing resources, or require new ones. The Strategic Plan forms the basis for budget planning. Each quarter, Trust Council receives an updated version of the Strategic Plan to illustrate progress and challenges. The following annotated excerpt illustrates how to read the Islands Trust 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. In some cases, activities are scheduled to occur in phases over several years.

This identifies a broad Goal, three of which arise from the [Islands Trust Policy Statement](#).

The Strategic Plan has 10 Objectives. The top five priorities are colour coded, as indicated on Page 1.

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. **NOTE: Attachment 1 activities have a 'T' prefix; Attachment 2 activities have a 'L' prefix.**

This column identifies which part of the Islands Trust would work on an activity, and is colour coded to assist understanding. LTC and BIM activities (Attachment 2) are identified by BIM and individual LTCs, and are 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.

This column indicates how Trust Council will know an activity is complete.

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 Objectives. Changes since the last report to Trust Council are shown in *italics*.

## 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/redefine) community character, socio-economic diversity and economic sustainability? | 5.1 Advocate for sustainable, affordable and appropriate ferry service?                                                                                                                                       | <b>FY 2015/16</b><br>Estimate government funding requirements for fare reductions                                                  | TC                    | Funded by 2015/16 budget                                                              | By whether a funding report is complete                                                       | <i>Denis, Paveau and Associates report completed May 2015</i>                                                        |
|                                                                                                          |                                                                                                                                                                                                               | <b>FY 2015/16</b><br>5.1.1 Advocate for 25% fare reduction                                                                         | TC                    | Funded by 2015/16 budget                                                              | By whether the TC has completed a fare reduction advocacy campaign                            | Campaign completed May 2015, including <i>Denis, Paveau and Associates</i> correspondence                            |
|                                                                                                          |                                                                                                                                                                                                               | 5.1.2 Trust Council session with BC Ferries CEO                                                                                    | TC                    | Funded by 2015/16 budget                                                              | By whether the TC has organised 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 <a href="#">Islands Council's Community Housing Toolkit</a> )? | <b>FY 2015/16 - 2016/17</b><br>5.2.1 Amend OOI's to include affordable housing policies                                            | LTC/BIM               | <i>Funded by 2015/16 program budget. Subject to funding in future program budgets</i> | By whether LTCs and BIM have amended their OOI's to include new affordable housing policies   | <i>Gabola and Homburg, considering OOI amendments</i>                                                                |
|                                                                                                          |                                                                                                                                                                                                               | <b>FY 2015/16 - 2016/17</b><br>5.2.2 Amend LUBs to improve availability of affordable housing                                      | LTC/BIM               | <i>Funded by 2015/16 program budget. Subject to funding in future program budgets</i> | By whether LTCs and BIM have amended their LUBs to improve availability of affordable housing | <i>Gallens reviewing, assessing, and, if possible, also, North Pender reviewing housing affordability in 2016/17</i> |
|                                                                                                          |                                                                                                                                                                                                               | <b>FY 2015/16</b><br>5.2.3 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                                                           |
|                                                                                                          |                                                                                                                                                                                                               | <b>FY 2015/17</b><br>5.2.4 Undertake work outlined in project charter regarding affordable housing                                 | LPC                   | Subject to funding in 2015/17 program budget                                          | By whether work outlined in project charter is complete                                       | <i>Not due. Not started</i>                                                                                          |
|                                                                                                          |                                                                                                                                                                                                               |                                                                                                                                    |                       |                                                                                       |                                                                                               |                                                                                                                      |
|                                                                                                          |                                                                                                                                                                                                               |                                                                                                                                    |                       |                                                                                       |                                                                                               |                                                                                                                      |

# Attachment 1 – Islands Trust Strategic Plan – 2014-2018

## • Trust Council, Council Committees & Trust Fund Board

**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 are colour-coded to identify Trust Council's top 5 priority objectives, as identified in June 2015 |          |  | STATUS is colour-coded to as follows: |                                                                                                    |  |
|---------------------------------------------------------------------------------------------------------------|----------|--|---------------------------------------|----------------------------------------------------------------------------------------------------|--|
| COLOUR                                                                                                        | PRIORITY |  | COLOUR                                | STATUS                                                                                             |  |
|                                                                                                               | 1        |  |                                       | Not due to start or awaiting actions of others                                                     |  |
|                                                                                                               | 2        |  |                                       | Completed                                                                                          |  |
|                                                                                                               | 3        |  |                                       | In Progress – On Target                                                                            |  |
|                                                                                                               | 4        |  |                                       | Partially In Progress – Partially On Target (i.e. on target, by one or more LTCs)                  |  |
|                                                                                                               | 5        |  |                                       | In progress - Behind Target (e.g. not funded, delayed by other priorities, actions of others etc.) |  |
|                                                                                                               | 6-10     |  |                                       | Not started – Behind target                                                                        |  |

### Policy Statement Goal A: 'To Foster preservation and protection of the Trust Area's ecosystems'

| OBJECTIVE                                                          | STRATEGIES                                                            | ACTIVITIES AND PHASES                                                                                                                                                                   | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?                    | HOW WOULD WE MEASURE SUCCESS?                                                                                                                                                        | STATUS                                                   |
|--------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| <b>1 PROTECT the natural environment of the Islands Trust Area</b> | <b>1.1 Encourage voluntary stewardship of the natural environment</b> | <b>FY 2015/16 – 2018/19</b><br>T.1.1.1 Promote community participation in conservation through <a href="#">information sharing and education about private land stewardship options</a> | 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                                                    | <a href="#">Ongoing</a>                                  |
|                                                                    |                                                                       | <b>FY 2014/15 - 2018/19</b><br>T.1.1.2 <a href="#">Support island-based land trusts</a> with partnerships, funding and capacity building opportunities                                  | TFB                   | Funded by base budget and donations                 | By the number of island conservation projects supported from private donations through the <a href="#">Opportunity Fund</a> and the number of projects competed through partnerships | \$3,800 granted in 2014-15<br>\$1,250 granted in 2015-16 |
|                                                                    |                                                                       | <b>FY 2016/17 – 2018/19</b><br>T.1.1.3 Investigate collaborative opportunities for promoting voluntary stewardship options on mixed-use landscapes                                      | TFB                   | Subject to future budget requests and grant funding | By the number of new collaborative projects promoting stewardship on mixed use landscapes                                                                                            | Due to start in 2016/17                                  |
|                                                                    |                                                                       | <b>FY 2014/15 – 2018/19</b><br>T.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                                                  |
|                                                                    |                                                                       | <b>FY 2015/16 – 2016/17</b><br>T.1.1.5 Create a Property Management Strategy incorporating monitoring and management of                                                                 | TFB                   | Funded by base budget                               | By whether the TFB approves a Property Management Strategy for implementation                                                                                                        | In progress                                              |

# Attachment 1– Trust Council, Council Committees and Trust Fund Board Activities

| OBJECTIVE | STRATEGIES                                                                                                                | ACTIVITIES AND PHASES                                                                                                                                                     | WHO WOULD WORK ON IT? |     | IS FUNDING REQUIRED OR IN PLACE?                                                          | HOW WOULD WE MEASURE SUCCESS?                                                                                                                             | STATUS                                                                       |
|-----------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
|           |                                                                                                                           | species at risk, invasive species and ecological restoration                                                                                                              |                       |     |                                                                                           |                                                                                                                                                           |                                                                              |
|           | 1.2 Expand Natural Areas Protection Tax Exemption Program ( <a href="#">NAPTEP</a> ) program to entire Islands Trust Area | <a href="#">FY 2015/16</a><br>T.1.2.2 Finalize letter of understanding with BIM re NAPTEP                                                                                 | EC                    |     | Funded by base budget                                                                     | By whether Trust Council and BIM have adopted a letter of understanding re NAPTEP                                                                         | Complete                                                                     |
|           |                                                                                                                           | <a href="#">FY 2015/16 – 2016/17</a><br>T.1.2.3 Launch NAPTEP on Bowen Island                                                                                             | TFB                   |     | Funded by base budget                                                                     | By whether TFB has launched NAPTEP on Bowen Island                                                                                                        | Due to start in January 2016                                                 |
|           |                                                                                                                           | <a href="#">FY 2014/15 – 2016/17</a><br>T.1.2.4 Support efforts by <a href="#">Land Trust Alliance of BC</a> 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                                                                             | 2015 <a href="#">UBCM Resolution B 15</a> approved, with support from EC     |
|           | 1.3 Protect fish habitat by implementing <a href="#">Riparian Areas Regulation</a>                                        | Please see Attachment 2 for more details about this strategy.                                                                                                             |                       |     |                                                                                           |                                                                                                                                                           |                                                                              |
|           | 1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund                                       | <a href="#">FY 2015/16 – ?</a><br>T.1.4.1 Seek legislative change regarding TFB corporate structure and name                                                              | EC                    | TFB | Funded by base budget                                                                     | By whether EC/TFB have requested legislative changes re TFB corporate structure and name                                                                  | EC met with minister, DM and ADM in November 2015                            |
|           |                                                                                                                           | <a href="#">FY?</a><br>T.1.4.2 Develop and implement strategy to transition to new organizational name                                                                    | TFB                   |     | Subject to future program budget                                                          | By whether TFB has implemented corporate status and name changes                                                                                          | Not started. Not due unless province makes the requested legislative changes |
|           |                                                                                                                           | <a href="#">FY?</a><br>T.1.4.3 Review and launch long-term funding strategy                                                                                               | TFB                   |     | Subject to future program budget                                                          | By whether TFB has reviewed and launched long-term funding strategy                                                                                       | Not started. Not due unless province makes the requested legislative changes |
|           | 1.5 Protect high biodiversity areas identified in TFB's Regional Conservation Plan                                        | <a href="#">FY 2015/16 –?</a><br>T.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 TFB has developed a land conservation strategy to protect high biodiversity areas                                                              | Protection strategy in development                                           |
|           |                                                                                                                           | <a href="#">FY 2014/15 – 2018/19</a><br>T.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 TFB has protected at least 200 hectares of high biodiversity land in the timeframe of the <a href="#">Regional Conservation Plan 2011-2017</a> | 119.1 priority hectares protected since 2011 (135.7 protected in total)      |
|           |                                                                                                                           | <a href="#">FY 2014/15 – 2017/18</a><br>T.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                                                                  |
|           |                                                                                                                           | <a href="#">FY 2014/15 –?</a><br>T.1.5.4 Protect a parcel of Crown forest on Lasqueti Island through <a href="#">Sponsored Crown Grant Program</a>                        | 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                                    |

## Attachment 1– Trust Council, Council Committees and Trust Fund Board Activities

| OBJECTIVE                                                                                               | STRATEGIES                                                                                                               | ACTIVITIES AND PHASES                                                                                                                                                              | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?             | HOW WOULD WE MEASURE SUCCESS?                                                                          | STATUS                                                             |
|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
|                                                                                                         | 1.6 Use land use planning tools to protect high biodiversity areas, using criteria from TFB's Regional Conservation Plan | Please see Attachment 2 for more details about this strategy                                                                                                                       |                       |                                              |                                                                                                        |                                                                    |
|                                                                                                         | 1.7 Use land use planning tools and decisions to protect Coastal Douglas-fir and associated ecosystems                   | <u>FY 2016/17</u><br>T.1.7.1 Develop a planning tool kit to illustrate how to protect Coastal Douglas-fir and associated ecosystems                                                | LPC                   | Subject to funding in future program budgets | By whether recommendations for planning tools have been prepared                                       | Due to start in 2016/17, subject to LTC interest                   |
|                                                                                                         | 1.8 Advocacy re protection of ecosystems                                                                                 | <u>FY 2015/16</u><br>T.1.8.1 Encourage CRD to develop a (non-native) <a href="#">fallow deer</a> management plan on Mayne Island                                                   | EC                    | Funded by base budget                        | By whether the Trust Council Chair has asked the CRD to develop a fallow deer management plan          | Due to start in 2015/16                                            |
| 2. PRESERVE, PROTECT and ADVOCATE for coastal shorelines and marine areas within the Islands Trust Area | 2.1 Use land use planning tools for shoreline protection                                                                 | <u>FY 2015/16</u><br>T.2.1.1 Develop a project charter to guide the work of LPC regarding shoreline/marine planning advice for LTCs/BIM                                            | LPC                   | Funded by base budget                        | By whether LPC has adopted a project charter regarding shoreline/marine planning advice for LTCs/BIM   | LPC work program includes development of a project charter         |
|                                                                                                         |                                                                                                                          | <u>FY 2016/17</u><br>T.2.1.2 Undertake work outlined in project charter regarding shoreline/marine planning                                                                        | LPC                   | Subject to funding in 2016/17 program budget | By whether LPC has implemented project charter regarding shoreline/marine planning advice for LTCs/BIM | Due to start in 2016/17                                            |
|                                                                                                         | 2.2 Encourage Voluntary Stewardship of Nearshore Ecosystems                                                              | <u>FY 2015/16 – 2016/17</u><br>T.2.2.1 Complete mapping of <a href="#">forage fish habitat</a> for major islands                                                                   | TFB                   | Funded by base budget and external grants    | By whether TFB has completed forage fish habitat mapping for major islands                             | Denman, Hornby, Thetis, N&S Pender, Gambier, Keats, Bowen complete |
|                                                                                                         |                                                                                                                          | <u>FY 2016/17 –?</u><br>T.2.2.2 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 TFB has provided information to private landowners                                          | Due to start in 2016/17                                            |
|                                                                                                         | 2.3 Advocate for oil spill prevention and response                                                                       | <u>FY 2015/16 – 2018/19</u><br>T.2.3.1 Chair correspondence regarding shipping safety                                                                                              | EC                    | Funded by base budget                        | By whether the Chair has sent correspondence to advocate for shipping safety                           | <a href="#">Marine advocacy on-going</a>                           |
|                                                                                                         |                                                                                                                          | <u>FY 2015/16</u><br>T.2.3.2 Chair participation through a 'letter of comment' to <a href="#">hearings</a> 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        | <a href="#">Letter of Comment Complete</a>                         |

**Attachment 1– Trust Council, Council Committees and Trust Fund Board Activities**

| OBJECTIVE | STRATEGIES                                                                 | ACTIVITIES AND PHASES                                                                                                                                                    | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?                    | HOW WOULD WE MEASURE SUCCESS?                                                                      | STATUS                                                                             |
|-----------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
|           |                                                                            | <u>FY 2015/16</u><br>T.2.3.3 Encourage 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                     | Due to start in 2015/16                                                            |
|           | 2.4 Advocate for management of derelict and abandoned vessels              | <u>FY 2015/16 – 2016/17</u><br>T.2.4.1 Continue to <a href="#">advocate for senior government solutions to abandoned and derelict vessels</a>                            | EC                    | Funded by base budget                               | By whether the Islands Trust has continued to advocate for abandoned and derelict vessel solutions | <a href="#">Advocacy is on-going</a>                                               |
|           |                                                                            | <u>FY 2015/16</u><br>T.2.4.2 Staff participation in Joint Working Group for the Removal of Problem Vessels in BC                                                         | EC                    | Funded by base budget                               | By whether staff are participating as members                                                      | Last meeting in July 2014.                                                         |
|           | 2.5 Advocate to reduce negative impacts of shellfish aquaculture practices | <u>FY 2016/17</u><br>T.2.5.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to shellfish aquaculture advocacy | EC                    | Funded by base budget                               | By whether EC has adopted a project charter and budget request for the 2017/18 budget              | Due Dec 2016                                                                       |
|           |                                                                            | <u>FY 2017/18</u><br>T.2.5.2 Develop project charter for shellfish aquaculture advocacy                                                                                  | EC                    | Subject to approval of budget request (see T.2.5.1) | By whether EC has adopted a project charter for shellfish aquaculture advocacy                     | Awaiting TC decision re budget request (see T.2.5.1)                               |
|           |                                                                            | <u>FY 2017/18</u><br>T.2.5.3 Implement project charter for shellfish aquaculture advocacy                                                                                | EC                    | Subject to approval of budget request (see T.2.5.1) | By whether a EC has implemented project charter for shellfish aquaculture advocacy                 | Awaiting TC decision re budget request (see T.2.5.1)                               |
|           | 2.6 Advocate to reduce impacts of other industrial marine activities       | <u>FY 2015/16</u><br>T.2.6.1 Participate in <a href="#">Howe Sound Community Forum</a>                                                                                   | EC                    | Funded by base budget                               | By whether Chair has attended the Howe Sound Forum                                                 | Chair attended HSCF in February and October 2015                                   |
|           |                                                                            | <u>FY 2015/16</u><br>T.2.6.2 Advocate to reduce impacts of <a href="#">freighter anchorage activities</a>                                                                | EC                    | Funded by base budget                               | By the number of contacts with regulatory agencies                                                 | Staff contact on-going                                                             |
|           |                                                                            | <u>FY 2015/16</u><br>T.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 and Plumper Sound community members     | Community meeting organized in November, 2015. Planning for 2016 meetings underway |

**Policy Statement Goal B: 'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'**

| OBJECTIVE                                                 | STRATEGIES                                                                                                     | ACTIVITIES AND PHASES                                                                                                                                                                                                                                     | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?                    | HOW WOULD WE MEASURE SUCCESS?                                                                                                                                                           | STATUS                                                                       |
|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <b>3. REDUCE community ecological footprints</b>          | 3.1 Develop Integrated Community Sustainability Plans                                                          | Please see Attachment 2 for more details about this strategy                                                                                                                                                                                              |                       |                                                     |                                                                                                                                                                                         |                                                                              |
|                                                           | 3.2 Support efficient and sustainable transportation systems and infrastructure                                | <u>FY?</u><br>T.3.2.1 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 LPC has developed a toolkit regarding land use planning tools to reduce community ecological footprints                                                                      | Not due<br>Not started                                                       |
| <b>4. PROTECT quality and quantity of water resources</b> | 4.1 Coordinate with other agencies to protect water quality and quantity                                       | Please see Attachment 2 for more details about these strategies                                                                                                                                                                                           |                       |                                                     |                                                                                                                                                                                         |                                                                              |
|                                                           | 4.2 Use land use planning tools to address issues of water quantity                                            |                                                                                                                                                                                                                                                           |                       |                                                     |                                                                                                                                                                                         |                                                                              |
|                                                           | 4.3 Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling) | <u>FY 2015/16</u><br>T.4.3.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to advocacy and education re water conservation tools, such as through rainwater catchment and greywater recycling | TPC                   | Funded by base budget                               | By whether TPC has adopted a project charter and budget request for building organizational capacity (knowledge and time) related to advocacy and education re water conservation tools | <i>Complete</i>                                                              |
|                                                           |                                                                                                                | <u>FY 2016/17</u><br>T.4.3.2 Develop project charter for water conservation advocacy and education                                                                                                                                                        | TPC                   | Subject to approval of budget request (see T.4.3.1) | By whether TPC has adopted a project charter for water conservation advocacy and education                                                                                              | Due to start 2016/17, subject to TC decision re budget request (see T.4.3.1) |
|                                                           |                                                                                                                | <u>FY 2016/17</u><br>T.4.3.3 Implement project charter for water conservation advocacy and education                                                                                                                                                      | EC                    | Subject to approval of budget request (see T.4.3.1) | By whether TPC has implemented a project charter for water conservation advocacy and education                                                                                          | Due to start 2016/17, subject to TC decision re budget request (see T.4.3.1) |
|                                                           | 4.4 Use land use planning tools to protect water quality and quantity                                          | Please see Attachment 2 for more details about this strategy                                                                                                                                                                                              |                       |                                                     |                                                                                                                                                                                         |                                                                              |

## Policy Statement Goal C: 'To sustain island character and healthy communities'

| OBJECTIVE                                                                                              | STRATEGIES                                                                                                                                                                                                 | ACTIVITIES AND PHASES                                                                                                                                                                                   | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?                    | HOW WOULD WE MEASURE SUCCESS?                                                                                                            | STATUS                                                                                                                |
|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| 5. ENHANCE (protect/restore) community character, socio-economic diversity and economic sustainability | 5.1 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (e.g. as described in <a href="#">Trust Council's Community Housing Toolkit</a> ) | <u>FY 2015/16</u><br>T.5.1.1 Develop a project charter to guide the work of LPC regarding affordable housing advice for LTCs/BIM                                                                        | LPC                   | Funded by base budget                               | By whether LPC has adopted a project charter regarding affordable housing advice for LTCs/BIM                                            | <i>Project Charter complete (November/15)</i>                                                                         |
|                                                                                                        |                                                                                                                                                                                                            | <u>FY 2015/16 - 2016/17</u><br>T.5.1.2 Undertake work outlined in project charter regarding affordable housing (community housing workshop in fall 2016)                                                | LPC                   | Subject to funding in 2016/17 program budget.       | By whether LPC has implemented project charter regarding affordable housing (by holding a community housing workshop)                    | <i>Planning started. Workshop in 2016/17, subject to funding. LPC has requested up to \$18,000 in 2016/17 budget.</i> |
|                                                                                                        | 5.2 Use land use planning tools to promote economic sustainability                                                                                                                                         | <u>FY 2016/17</u><br>T.5.2.1 Develop a project charter to guide the work of LPC regarding economic sustainability                                                                                       | LPC                   | Funded by base budget                               | By whether LPC has adopted a project charter regarding economic sustainability                                                           | Due Dec 2016                                                                                                          |
|                                                                                                        |                                                                                                                                                                                                            | <u>FY 2017/18</u><br>T.5.2.2 Undertake work outlined in project charter regarding economic sustainability                                                                                               | LPC                   | Subject to funding in future program budgets        | By whether LPC has implemented project charter regarding economic sustainability                                                         | Due to start 2017/18. Subject to LTC interest                                                                         |
|                                                                                                        | 5.3 Use land use planning tools to address challenges of an aging population                                                                                                                               | Please see Attachment 2 for more details about this strategy                                                                                                                                            |                       |                                                     |                                                                                                                                          |                                                                                                                       |
|                                                                                                        | 5.4 Work with other agencies to promote economic sustainability                                                                                                                                            | <u>FY 2016/17</u><br>T.5.4.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) regarding advocacy for sustainable and appropriate agricultural policies | TPC                   | Funded by base budget                               | By whether TPC has adopted a project charter and budget request regarding advocacy for sustainable and appropriate agricultural policies | Due Dec 2016<br>Not started                                                                                           |
|                                                                                                        |                                                                                                                                                                                                            | <u>FY 2017/18</u><br>T.5.4.2 Develop project charter for sustainable and appropriate agricultural advocacy                                                                                              | TPC                   | Subject to approval of budget request (see T.5.4.1) | By whether TPC has adopted a project charter for sustainable and appropriate agricultural advocacy                                       | Due to start 2017/18, subject to TC decision re budget request (see T.5.4.1)                                          |
|                                                                                                        |                                                                                                                                                                                                            | <u>FY 2017/18</u><br>T.5.4.3 Implement project charter for sustainable and appropriate agricultural advocacy                                                                                            | EC                    | Subject to approval of budget request (see T.5.4.1) | By whether TPC has implemented project charter for sustainable and appropriate agricultural advocacy                                     | Due to start 2017/18, subject to TC decision re budget request (see T.5.4.1)                                          |
|                                                                                                        | 5.5 Investigate whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area                                                                 | <u>FY 2015/16</u><br>T.5.5.1 Develop Terms of Reference and appoint a <a href="#">Select Committee</a> 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                                     | <i>Complete</i>                                                                                                       |
|                                                                                                        |                                                                                                                                                                                                            | <u>FY 2016/17</u><br>T.5.5.2 Develop Scope of Work as a                                                                                                                                                 | Select Committee      | Potentially funded by 2016/17                       | By whether Trust Council has approved a Scope of Work to be                                                                              | <i>Due 2016</i>                                                                                                       |

## Attachment 1– Trust Council, Council Committees and Trust Fund Board Activities

| OBJECTIVE | STRATEGIES                                                                 | ACTIVITIES AND PHASES                                                                                                                                           | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?             | HOW WOULD WE MEASURE SUCCESS?                                                                                                                         | STATUS                                                             |
|-----------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
|           | constituents                                                               | basis for a Request for Proposals for Trust Council approval                                                                                                    |                       | program budget                               | included in a Request for Proposals                                                                                                                   |                                                                    |
|           |                                                                            | <u>FY 2016/17</u><br>T.5.5.3 Seek proposals for study and identify budget needs                                                                                 | Select Committee      | Potentially funded by 2016/17 program budget | By whether Select Committee has sought proposals and identified budget needs                                                                          | Due 2016                                                           |
|           |                                                                            | <u>FY 2016/17</u><br>T.5.5.4 Undertake study regarding Victoria office and/or job locations and make recommendations to Trust Council                           | Select Committee      | Subject to funding in 2016/17 program budget | By whether Select Committee has completed study regarding Victoria office and/or job locations                                                        | Due to start in 2016/17 fiscal year                                |
|           |                                                                            | <u>FY 2017/18 - ?</u><br>T.5.5.5 Implement Trust Council decision regarding Victoria office and/or job locations                                                | EC                    | Subject to funding in future program budgets | By whether Trust Council has implemented decision regarding Victoria office and/or job locations                                                      | Due in future fiscal years, subject to later decisions and funding |
|           | 5.6 Facilitate exploration of intra and inter-island transportation routes | <u>FY 2017/18</u><br>T.5.6.1 Develop a project charter and budget request regarding facilitation of exploration of intra and inter-island transportation routes | TPC                   | Funded by base budget                        | By whether TPC has adopted a project charter regarding facilitation of exploration of intra and inter-island transportation routes                    | Due Dec 2016<br>Not started.<br>To be scheduled.                   |
|           |                                                                            | <u>FY 2018/19</u><br>T.5.6.2 Carry out project charter work regarding facilitation of exploration of intra and inter-island transportation routes               | TPC                   | Subject to future funding (see 5.6.1)        | By whether TPC has completed work identified in project charter regarding facilitation of exploration of intra and inter-island transportation routes | Not due.<br>Not started.                                           |
|           | 5.7 Advocate for prevention of inter-islands bridges                       | <u>FY 2015/16 - ?</u><br>T.5.7.1 Develop response to Gabriola bridge study                                                                                      | EC                    | Funded by base budget                        | By whether EC has completed a response to the Gabriola bridge study                                                                                   | Pending completion of provincial study                             |

## Goal D: Effective, efficient and collaborative governance

| OBJECTIVE                                  | STRATEGIES                                | ACTIVITIES AND PHASES                                                                                                                                   | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?              | HOW WOULD WE MEASURE SUCCESS?                                                                           | STATUS                                     |
|--------------------------------------------|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------|---------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 6. STRENGTHEN relations with First Nations | 6.1 Improve engagement with First Nations | <u>FY 2015/16</u><br>T.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 EC has created and populated a First Nations database.                                       | In progress – draft Charter to EC Aug 2015 |
|                                            |                                           | <u>FY 2015/16</u><br>T.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 EC has undertaken research to clarify roles and jurisdictions to consult with First Nations. | Not started                                |
|                                            |                                           | <u>FY 2015/16</u><br>T.6.1.3 Training and workshops at the local and Trust Council level, including honoraria and travel for First Nation participation | EC                    | Funded by the 2015/16 program budget \$10,000 | By whether local and Trust Council training and workshops have been undertaken.                         | Not started                                |

## Attachment 1– Trust Council, Council Committees and Trust Fund Board Activities

| OBJECTIVE                                                   | STRATEGIES                                                                    | ACTIVITIES AND PHASES                                                                                                                                                                                   | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?                   | HOW WOULD WE MEASURE SUCCESS?                                                                                                                                                   | STATUS                                                   |
|-------------------------------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
|                                                             | 6.2 Improve protection of archaeological and First Nations cultural resources | <u>FY 2015/16</u><br>T.6.1.4 Match <a href="#">UBCM Community to Community (C2C)</a> 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 to match a grant of \$2,000           |
|                                                             |                                                                               | <u>FY 2015/16</u><br>T.6.2.1 Hold an educational Trust Council session about archeological site protection concerns.                                                                                    | EC                    | Funded by base budget                              | By whether Trust Council has held an educational session about archeological site protection concerns.                                                                          | Not due. Not started. Scheduled for Dec 2015             |
|                                                             |                                                                               | <u>FY 2017/18</u><br>T.6.2.2 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to advocacy for archaeological site protection                   | TPC                   | Subject to funding in 2017/18 fiscal year          | By whether TPC has completed a project charter and budget request regarding organizational capacity (knowledge and time) related to advocacy for archaeological site protection | Due Dec 2017<br>Not started                              |
|                                                             |                                                                               | <u>FY 2019/20</u><br>T.6.2.3 Develop project charter for advocacy regarding archaeological site protection                                                                                              | TPC                   | Subject to approval of budget request (see 6.2.5 ) | By whether TPC has adopted a project charter regarding archaeological site protection advocacy                                                                                  | Due in 2019/20, subject to budget request (see T.6.2.2 ) |
|                                                             |                                                                               | <u>FY 2020/21</u><br>T.6.2.4 Implement project charter for advocacy regarding archaeological site protection                                                                                            | EC                    | Subject to approval of budget request (see 6.2.5 ) | By whether TPC has implemented a project charter regarding archaeological site protection advocacy                                                                              | Due in 2020/21, subject to budget request (see T.6.2.2 ) |
| 7. IMPROVE organizational cost effectiveness and resilience | 7.1 Improve cost-effectiveness and quality of Trust Council operations        | <u>FY 2015/16 – 2016/17</u><br>T.7.1.1 Amend <a href="#">Trust Council Meeting Procedures Bylaw</a> to enable electronic attendance at TC meetings (re <a href="#">Electronic Meetings Regulation</a> ) | EC                    | Funded by base budget                              | By whether Trust Council has amended the Meeting Procedures Bylaw                                                                                                               | Preliminary briefing provided to EC in November/15       |
|                                                             |                                                                               | <u>FY 2015/16 – 2018/19</u><br>T.7.1.2 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           |
|                                                             |                                                                               | <u>FY 2015/16</u><br>T.7.1.3 Undertake Information Technology system audit and performance review                                                                                                       | FPC                   | Funded by base budget                              | By whether FPC has completed an Information Technology System audit and performance review.                                                                                     | Due Jan 2016<br>Consultant work underway                 |

## Attachment 1– Trust Council, Council Committees and Trust Fund Board Activities

| OBJECTIVE                                                                      | STRATEGIES                                                                                                                                                            | ACTIVITIES AND PHASES                                                                                                                                                   | WHO WOULD WORK ON IT? |     | IS FUNDING REQUIRED OR IN PLACE?                                                           | HOW WOULD WE MEASURE SUCCESS?                                                                                                                                                          | STATUS                                                                                        |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
|                                                                                |                                                                                                                                                                       | <u>FY 2015/16 – 2018/19</u><br>T.7.1.4 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 Executive Committee has been scheduled time for in-depth Trust Council discussions                                                                                          | June/15 – Trust Council Strategic Planning Session Sept/15 Three Trust Council workshops held |
|                                                                                | 7.2 Prepare Island Trust organization to adapt to the <a href="#">potential incorporation of Salt Spring Island</a>                                                   | <u>FY 2015/16</u><br>T.7.2.1 Identify Initial Adaptation Strategy, with principles, objectives and options                                                              | EC                    | FPC | \$5000 funding provided by Province. Balance of funding subject to future budget decisions | By whether Trust Council has adopted an Initial Adaptation Strategy, with principles, objectives and options regarding the potential incorporation of SSI                              | Trust Council workshop held Sept/15 Briefing to TC in Dec/15                                  |
|                                                                                |                                                                                                                                                                       | <u>FY 2016/17</u><br>T.7.2.2 Develop detailed Islands Trust Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island              | EC                    | FPC |                                                                                            | By whether EC/FPC have developed a detailed Adaptation Strategy                                                                                                                        | Due to start in 2016/17 Subject to a YES vote regarding SSI incorporation                     |
|                                                                                |                                                                                                                                                                       | <u>FY 2016/17 – 2017/18(?)</u><br>T.7.2.3 Finalize and adopt detailed Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island    | EC                    | FPC | Subject to future budgets                                                                  | By whether Trust Council has finalized and adopted a detailed adaptation strategy                                                                                                      | Due to start in 2016/17 Subject to a YES vote regarding SSI incorporation                     |
|                                                                                |                                                                                                                                                                       | <u>FY 2015/16</u><br>T.7.2.4 Review and update existing <a href="#">IT-MCSCD protocol agreement</a> regarding incorporation of municipalities in the Islands Trust Area | EC                    |     | Funded by base budget                                                                      | By whether Trust Council and MCSCD have reviewed and updated protocol agreement regarding incorporation of municipalities in the Islands Trust Area                                    | TC resolution authorizing review June/15 Briefing to TC Sept/15                               |
| 8.Improve cooperation and integration with other levels of government          | 8.1 Negotiate new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resource Operations in regards to Crown land tenures | <u>FY 2015/16 - ?</u><br>T.8.1.1 Revise and consolidate six <a href="#">agreements with the Province</a> regarding Crown Land in the Islands Trust Area                 | EC                    | TPC | Funded by base budget                                                                      | By whether the Trust Council and the Minister responsible have amended and approved new protocol agreement and letter of understanding regarding Crown Land in the Islands Trust Area. | BIM has supported project. Project charter is complete.                                       |
|                                                                                | 8.2 Explore opportunities and benefits of working with UNESCO, TFB and others to seek nomination of the Trust Area as a <a href="#">UN Biosphere Reserve</a>          | <u>FY 2016/17</u><br>T.8.2.1 Develop project charter and budget request re Biosphere Reserve                                                                            | TPC                   |     | Funded by base budget                                                                      | By whether TPC has adopted a project charter re Biosphere Reserve                                                                                                                      | Due Dec 2016                                                                                  |
|                                                                                |                                                                                                                                                                       | <u>FY 2017/18</u><br>T.8.2.2 Implement project charter re Biosphere Reserve                                                                                             | TPC                   |     | Subject to funding in future program budget (See 8.3.1)                                    | By whether TPC has implemented project charter re Biosphere Reserve                                                                                                                    | Implementation to start in 2017/18, if budget approved                                        |
| 9. Improve community and agency understanding and support of the Islands Trust | 9.1 Review the <a href="#">Islands Trust Policy Statement</a>                                                                                                         | <u>FY 2015/16</u><br>T.9.1.1 Amend policies administering the Islands Trust Policy Statement                                                                            | TPC                   |     | Funded by base budget                                                                      | By whether Trust Council has amended the policies administering the Islands Trust Policy Statement                                                                                     | TPC recommendations to TC in Dec 2015                                                         |
|                                                                                |                                                                                                                                                                       | <u>FY 2015/16</u><br>T.9.1.2 Develop a project outline and budget request regarding a                                                                                   | TPC                   |     | Funded by base budget                                                                      | By whether TPC has recommended a project outline and budget request regarding a Phase 1 of targeted                                                                                    | Complete                                                                                      |

## Attachment 1– Trust Council, Council Committees and Trust Fund Board Activities

| OBJECTIVE | STRATEGIES                                                                            | ACTIVITIES AND PHASES                                                                                                                                                                                   | WHO WOULD WORK ON IT? |    | IS FUNDING REQUIRED OR IN PLACE?             | HOW WOULD WE MEASURE SUCCESS?                                                                                                                                                                                | STATUS                                                                                                       |
|-----------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
|           |                                                                                       | Phase 1 ( <i>'State of the Islands' report</i> ) of targeted update of the Islands Trust Policy Statement                                                                                               |                       |    |                                              | update of the Islands Trust Policy Statement                                                                                                                                                                 |                                                                                                              |
|           |                                                                                       | <u>FY 2016/17</u><br>T.9.1.3 Implement project charter regarding Phase 1 ( <i>'State of the Islands' report</i> ) of the targeted update of the Policy Statement                                        | TPC                   |    | Subject to funding in 2016/17 program budget | By whether Trust Council has endorsed TPC's <i>'State of the Islands Report'</i> as Phase 1 of a targeted update of the Policy Statement                                                                     | <i>'State of the Islands' Report</i> to be developed for Sept 2016 Trust Council meeting, if budget approved |
|           |                                                                                       | <u>FY 2016/17</u><br>T.9.1.4 Develop a project charter for a community engagement process to create a vision statement for the Islands Trust Area and to identify Policy Statement topics for amendment | TPC                   |    | Subject to funding in 2016/17 program budget | By whether Trust Council has endorsed TPC's project charter for a community engagement process to create a vision statement for the Islands Trust Area and to identify Policy Statement topics for amendment | Project Charter due Dec 2016, if budget approved                                                             |
|           |                                                                                       | <u>FY 2016/17</u><br>T.9.1.5 Undertake a community engagement process to create a vision statement for the Islands Trust Area and identify Policy Statement topics for amendment.                       | TPC                   |    | Subject to funding in 2016/17 program budget | By whether TPC has undertaken a community engagement process to create a vision statement for the Islands Trust Area and to identify Policy Statement topics for amendment.                                  | Community engagement process to start in early 2017, if budget approved                                      |
|           |                                                                                       | <u>FY 2016/17</u><br>T.9.1.6 Recommend a vision statement for the Islands Trust Area and Policy Statement topics for amendment.                                                                         | TPC                   |    | Subject to funding in 2016/17 program budget | By whether Trust Council has adopted a vision statement for the Islands Trust Area and confirmed Policy Statement topics for amendment.                                                                      | Due March 2017 - after community engagement process is complete (see T.9.1.5)                                |
|           |                                                                                       | <u>FY 2016/17</u><br>T.9.1.7 Develop a project charter and budget request for a Policy Statement topic update process                                                                                   | TPC                   |    | Subject to funding in 2016/17 program budget | By whether Trust Council has endorsed TPC's project charter and budget request for a Policy Statement topic update process                                                                                   | Project charter and budget request due March 2017                                                            |
|           |                                                                                       | <u>FY 2017/18</u><br>T.9.1.8 Undertake a multi-stakeholder engagement process and develop a draft bylaw to update selected Policy Statement topics                                                      | TPC                   | EC | Subject to funding in 2017/18 program budget | By whether EC and TPC have undertaken a multi-stakeholder engagement process and developed a draft bylaw to update selected Policy Statement topics                                                          | Completion due February 2018                                                                                 |
|           |                                                                                       | <u>FY 2017/18</u><br>T.9.1.9 Develop a bylaw for Trust Council third reading to update selected Policy Statement topics                                                                                 | TPC                   | EC | Subject to funding in 2017/18 program budget | By whether by Trust Council has given third reading to a bylaw and forwarded for ministerial approval                                                                                                        | Third reading due March 2018                                                                                 |
|           |                                                                                       | <u>FY 2018/19</u><br>T.9.1.10 Adopt bylaw to update selected Policy Statement topics                                                                                                                    | EC                    |    | Funded by base budget                        | By whether Trust Council has adopted a bylaw to update selected Policy Statement topics                                                                                                                      | Due Sept 2018. Subject to ministerial approval                                                               |
|           | 9.2 Improve communications about the Islands Trust <a href="#">object</a> and history | <b>FY 2015/16</b><br>T.9.2.2 Implement adopted communications plan for 2015/16                                                                                                                          | EC                    |    | Funded by base budget                        | By whether EC has implemented communications plan                                                                                                                                                            | Underway                                                                                                     |

## Attachment 1– Trust Council, Council Committees and Trust Fund Board Activities

| 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                  | Please see Attachment 2 for more details about this strategy                                                                                                      |                       |     |                                  |                                                                                                                          |                                                                            |
|                                                                          | 9.4 Investigate the use of Alternative Dispute Resolution in <a href="#">Bylaw Enforcement</a> | <u>FY 2015/16 – 2016/17</u><br>T.9.4.1 Review <a href="#">Bylaw Enforcement policy</a> to consider potential amendments to recognize Alternate Dispute Resolution | EC                    |     | TBD                              | By whether EC has reviewed Trust Council’s Bylaw Enforcement Policy 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 | 10.1 Improve communications and availability of information about Islands Trust activities     | <u>FY 2015/16</u><br>T.10.1.1 Enhance public engagement on 2016/17 budget consultations                                                                           | EC                    | FPC | Funded by base budget            | By whether public engagement regarding the 2016/17 budget was increased                                                  | EC and FPC endorsed increased budget for budget communications. Due Jan/16 |
|                                                                          |                                                                                                | <u>FY 2016/17- 2017/18</u><br>See Activities T.9.1.5 & T.9.1.8                                                                                                    | EC                    | TPC | See above                        | See above                                                                                                                | See above                                                                  |

\* subject to decisions of Trust Fund Board

# Attachment 2 – Islands Trust Strategic Plan – 2014-2018

## • Local Trust Committees & Bowen Island Municipality

**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/or 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 |                                                                                | COLOUR | STATUS                                                                                             |
|                                                                                                                     |        | 1        |                                                                                |        | Not due to start or awaiting actions of others                                                     |
|                                                                                                                     |        | 2        |                                                                                |        | Completed                                                                                          |
|                                                                                                                     |        | 3        |                                                                                |        | In Progress – On Target                                                                            |
|                                                                                                                     |        | 4        |                                                                                |        | Partially In Progress – Partially On Target (i.e. on target, by one or more LTCs)                  |
|                                                                                                                     |        | 5        |                                                                                |        | In progress - Behind Target (e.g. not funded, delayed by other priorities, actions of others etc.) |
|                                                                                                                     |        | 6-10     |                                                                                |        | Not started – Behind target                                                                        |

### Policy Statement Goal A: 'To Foster preservation and protection of the Trust Area's ecosystems'

| 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 the Islands Trust Area | 1.1 Encourage voluntary stewardship of natural environment                                                       | Please see Attachment 1 for more details about these strategies                                                                                               |                       |                                                                                      |                                                                            |                                                                                                    |
|                                                             | 1.2 Expand Natural Areas Protection Tax Exemption Program ( <b>NAPTEP</b> ) program to entire Islands Trust Area |                                                                                                                                                               |                       |                                                                                      |                                                                            |                                                                                                    |
|                                                             | 1.3 Protect fish habitat by implementing <a href="#">Riparian Areas Regulation</a>                               | <u>PHASE 1 – Identify watersheds</u><br>FY 2014/15<br>L.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 | <a href="#">Watershed mapping complete</a> for Gambier, Keats, Bowyer and Passage islands. June/15 |
|                                                             |                                                                                                                  | <u>PHASE 2 – Improve mapping</u><br>FY 2014/15 – 2015/16<br>L.1.3.2 <a href="#">Improve mapping of additional riparian areas in Gambier and Lasqueti LTAs</a> | 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                            |
|                                                             |                                                                                                                  | <u>PHASE 3 – Adopt bylaws</u><br>FY 2014/15 – 2015/16                                                                                                         | LTCs**                | Funded by 2015/16 program budget                                                     | By whether Gabriola, Lasqueti, Mayne and Thetis are RAR                    | Gabriola, Salt Spring, Prevost bylaws                                                              |

## Attachment 2 – Local Trust Committee and Bowen Island Municipality Activities

| OBJECTIVE | STRATEGIES                                                                                                                   | ACTIVITIES AND PHASES                                                                                                                                                        | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?           | HOW WOULD WE MEASURE SUCCESS?                                                                                                        | STATUS                                                               |
|-----------|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
|           |                                                                                                                              | L.1.3.3 Adopt new bylaws to implement RAR on selected islands (Gabriola, Mayne, Salt Spring/Prevost, Thetis)                                                                 |                       | (\$1,500 for bylaw development on Thetis)  | compliant through bylaw development                                                                                                  | completed.<br>Thetis in process.<br>Mayne not working on RAR.        |
|           |                                                                                                                              | <u>FY 2014/15 – 2015/16</u><br>L.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, <a href="#">Denman</a> , and <a href="#">Hornby</a> are compliant with RAR through bylaw development | Hornby and Denman bylaws approved by EC                              |
|           |                                                                                                                              | <u>FY 2014/15 –?</u><br>L.1.3.5 Adopt new bylaws to implement RAR on all Lasqueti and Gambier watersheds                                                                     | LTCs**                | Funded by 2015/16 program budget.          | By whether all Gambier and Lasqueti watersheds are compliant with RAR through bylaw development                                      | Project to begin in 2015 for Gambier. Awaiting mapping for Lasqueti. |
|           | 1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund                                          | Please see Attachment 1 for more details about these strategies                                                                                                              |                       |                                            |                                                                                                                                      |                                                                      |
|           | 1.5 Protect high biodiversity areas identified in TFB's Regional Conservation Plan                                           |                                                                                                                                                                              |                       |                                            |                                                                                                                                      |                                                                      |
|           | 1.6 Use land use planning tools to protect high biodiversity areas, using criteria from the TFB's Regional Conservation Plan | <u>FY 2014/15 – 2018/19</u><br>L.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                       | <u>FY 2015/16 –?</u><br>L.1.7.1 Use land use planning tools to protect Coastal Douglas-fir and associated ecosystems through land use planning.                              | LTCs                  | Subject to base and program budgets        | By the amount of Coastal Douglas fir and associated ecosystems that have been protected.                                             | On-going                                                             |
|           | 1.8 Advocacy re protection of ecosystems                                                                                     | Please see Attachment 1 for more details about this strategy.                                                                                                                |                       |                                            |                                                                                                                                      |                                                                      |
|           |                                                                                                                              |                                                                                                                                                                              |                       |                                            |                                                                                                                                      |                                                                      |

## Attachment 2 – Local Trust Committee and Bowen Island Municipality Activities

| OBJECTIVE                                                                                               | STRATEGIES                                                                 | ACTIVITIES AND PHASES                                                                                   | WHO WOULD WORK ON IT? |     | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS?                                             | STATUS                                                                                              |
|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-----------------------|-----|----------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| 2. PRESERVE, PROTECT and ADVOCATE for coastal shorelines and marine areas within the Islands Trust Area | 2.1 Use land use planning tools for shoreline protection                   | <u>FY 2015/16</u><br>L.2.1.1 Improve public knowledge about sensitive shorelines                        | LTCs**/BIM***         |     | Funded by base budget            | By whether mapping and other documents have been made available to public | Complete<br><a href="#">Gambier LTA foreshore protection and stewardship maps posted to website</a> |
|                                                                                                         |                                                                            | <u>FY?</u><br>L.2.1.2 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                                                            |
|                                                                                                         |                                                                            | <u>FY?</u><br>L.2.1.3 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 Bowen's shoreline.                   |
|                                                                                                         | 2.2 Encourage Voluntary Stewardship of Nearshore Ecosystems                | <u>FY 2015/16 –?</u><br>L.2.2.1 Support <a href="#">Green Shores for Homes Program on Thetis Island</a> | Thetis LTC            | TFB | Subject to budget                | TBD                                                                       | Thetis Island has been identified as a pilot community for the Green Shore for Homes Program        |
|                                                                                                         | 2.3 Advocate for oil spill prevention and response                         | Please see Attachment 1 for more details about these strategies.                                        |                       |     |                                  |                                                                           |                                                                                                     |
|                                                                                                         | 2.4 Advocate for management of derelict and abandoned vessels              |                                                                                                         |                       |     |                                  |                                                                           |                                                                                                     |
|                                                                                                         | 2.5 Advocate to reduce negative impacts of shellfish aquaculture practices |                                                                                                         |                       |     |                                  |                                                                           |                                                                                                     |
|                                                                                                         | 2.6 Advocate to reduce impacts of other industrial marine activities       |                                                                                                         |                       |     |                                  |                                                                           |                                                                                                     |

**Policy Statement Goal B: 'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'**

| OBJECTIVE                                                 | STRATEGIES                                                                      | ACTIVITES AND PHASES                                                                                                                                          | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?                                                  | HOW WOULD WE MEASURE SUCCESS?                                                                                                                  | STATUS                                                                   |
|-----------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <b>3. REDUCE community ecological footprints</b>          | 3.1 Develop Integrated Community Sustainability Plans                           | <u>FY 2015/16</u><br>L.3.1.1 Create a <a href="#">community profile</a> 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.                                                                                       | <i>In process</i>                                                        |
|                                                           |                                                                                 | <u>FY 2015/16</u><br>L.3.1.2 Create a project charter and cost estimates for development of an Integrated Community Sustainability Plan for one or more LTAs  | LTCs                  | Funded by 2015/16 base budget                                                     | By whether one or more LTCs has completed a project charter and cost estimates for development of an Integrated Community Sustainability Plan. | <i>Salt Spring Island LTC has made an application for funding</i>        |
|                                                           |                                                                                 | <u>FY 2016/17</u><br>L.3.1.3 Develop one or more Integrated Community Sustainability Plan                                                                     | LTCs                  | Subject to funding in 2016/17 program budget                                      | By whether one or more LTC has developed an Integrated Community Sustainability Plan.                                                          | <i>Expected to start on Salt Spring in 2016/17</i>                       |
|                                                           | 3.2 Support efficient and sustainable transportation systems and infrastructure | <u>FY 2016/17 - ?</u><br>L.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.<br>Not started.                                                 |
|                                                           |                                                                                 | <u>FY?</u><br>L.3.2.6 Use land use planning tools to reduce community ecological footprint                                                                    | LTCs**/BIM***         | Subject to funding in future budget                                               | By whether LTCs/BIM have used land use planning tools to reduce community ecological footprint.                                                | Not due<br>Not started                                                   |
| <b>4. PROTECT quality and quantity of water resources</b> | 4.1 Coordinate with other agencies to protect water quality and quantity        | <u>FY 2015-16 – 2018/19</u><br>L.4.1.1 Coordinate implementation of the <a href="#">St. Mary Lake Integrated Watershed Management Plan</a>                    | Salt Spring LTC       | Funded by special tax requisition in future budgets                               | By whether the SSILTC is coordinating implementation of the <a href="#">St. Mary Lake Integrated Watershed Management Plan</a> .               | <i>St Mary Lake Integrated Watershed Management Plan released Oct/15</i> |
|                                                           | 4.2 Use land use planning tools to address issues of water quantity             | <u>FY 2015/16 – 2016/17</u><br>L.4.2.1 Use land use planning tools to promote water conservation, such as through rainwater catchment and greywater recycling | 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.                                                               | <i>Included in the Hornby LTC OCP review</i>                             |

## Attachment 2 – Local Trust Committee and Bowen Island Municipality Activities

| OBJECTIVE | STRATEGIES                                                                                                     | ACTIVITIES AND PHASES                                                                         | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS?                                                    | STATUS                                                             |
|-----------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------|----------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------|
|           | 4.3 Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling) | Please see Attachment 1 for more details about this strategy                                  |                       |                                  |                                                                                  |                                                                    |
|           | 4.4 Use land use planning tools to protect water quality and quantity                                          | <u>FY 2015/16</u><br>L.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 - <a href="#">Grantville Neighbourhood</a> project underway |

## Policy Statement Goal C: 'To sustain island character and healthy communities'

| OBJECTIVE                                                                                              | STRATEGIES                                                                                                                                                                                                 | ACTIVITIES AND PHASES                                                                           | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?                                               | HOW WOULD WE MEASURE SUCCESS?                                                                               | STATUS                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. ENHANCE (protect/restore) community character, socio-economic diversity and economic sustainability | 5.1 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (e.g. as described in <a href="#">Trust Council's Community Housing Toolkit</a> ) | <u>FY 2015/16 – 2018/19</u><br>L.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 considering OCP amendments. <i>Hornby OCP amendments approved by EC.</i>                                                                                                                       |
|                                                                                                        |                                                                                                                                                                                                            | <u>FY 2015/16 – 2018/19</u><br>L.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 <a href="#">secondary suites and cottage size</a> bylaws approved by EC November/15. North Pender reviewing <a href="#">housing affordability re STVRs. Community workshop held November/15</a> |
|                                                                                                        | 5.2 Use land use planning tools to promote economic sustainability                                                                                                                                         | <u>FY 2015/16</u><br>L.5.2.1 Review commercial land use requirements and issues in Mayne LTA    | Mayne LTC             | Funded by 2015/16 program budget                                               | By whether Mayne LTC has <a href="#">completed a review of commercial land use requirements</a> and issues. | Project charter endorsed on Mayne in June 2015                                                                                                                                                          |

## Attachment 2 – Local Trust Committee and Bowen Island Municipality Activities

| OBJECTIVE | STRATEGIES                                                                                                                                              | ACTIVITIES AND PHASES                                                                                                                                               | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?              | HOW WOULD WE MEASURE SUCCESS?                                                                                                                                                | STATUS                                                                                     |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
|           |                                                                                                                                                         | <u>FY 2015/16</u><br>L.5.2.2 Amend LUB to ensure an appropriate supply of land zoned for emerging industrial and /or commercial needs in the Salt Spring Island LTA | Salt Spring LTC       |                                               | By whether SSILTC has amended one LUB to ensure an appropriate supply of land zoned for emerging industrial and commercial needs                                             | SSILTC – <a href="#">Industrial Advisory Planning Commission Report</a> received           |
|           |                                                                                                                                                         | <u>FY 2015/16</u><br>L.5.2.3 Improve planning for island villages                                                                                                   | Salt Spring LTC       | Funded by program budget in 2015/16           | By whether SSILTC has completed one village planning project ( <a href="#">Salt Spring Ganges Village Boardwalk Project</a> )                                                | Project underway                                                                           |
|           |                                                                                                                                                         | <u>FY 2015/16</u><br>L.5.2.4 Amend land use regulations in the Galiano LTA regarding home industry                                                                  | Galiano LTC           | Funded by program budget in 2015/16           | By whether Galiano LTC has amended OCP and LUB to address home industry ( <a href="#">Galiano Home-based Contractor Yards Review</a> )                                       | Bylaw approved by EC November/15                                                           |
|           |                                                                                                                                                         | <u>FY 2015/16</u><br>L.5.2.7 Identify appropriate locations and scope for waste management facilities in the North Pender LTA                                       | North Pender LTC      | Funded by program budget in 2015/16           | By whether North Pender LTC has determined appropriate locations and scope of waste management facilities ( <a href="#">Land Use Planning for Waste Management Project</a> ) | Waste and Resource Management Commission meetings underway                                 |
|           |                                                                                                                                                         | <u>FY 2016/17-?</u><br>L.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 North Pender LTC has amended land use regulations regarding waste management facilities                                                                           | Due to start in 2016/17                                                                    |
|           | 5.3 Use land use planning tools to address challenges of an aging population                                                                            | <u>FY 2015/16</u><br>L.5.3.1 Create an age-friendly community plan in one LTA                                                                                       | North Pender LTC      | Funded by grant and program budget in 2015/16 | By whether North Pender LTC creates an <a href="#">age-friendly community plan</a> .                                                                                         | In progress on North Pender <a href="#">Baseline Research and Analysis Report complete</a> |
|           | 5.4 Work with other agencies to promote economic sustainability                                                                                         | Please see Attachment 1 for more details about these strategies.                                                                                                    |                       |                                               |                                                                                                                                                                              |                                                                                            |
|           | 5.5 Investigate whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area constituents |                                                                                                                                                                     |                       |                                               |                                                                                                                                                                              |                                                                                            |
|           | 5.6 Facilitate exploration of intra and inter-island transportation routes                                                                              |                                                                                                                                                                     |                       |                                               |                                                                                                                                                                              |                                                                                            |

## Attachment 2 – Local Trust Committee and Bowen Island Municipality Activities

| OBJECTIVE | STRATEGIES                                           | ACTIVITIES AND PHASES | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS? | STATUS |
|-----------|------------------------------------------------------|-----------------------|-----------------------|----------------------------------|-------------------------------|--------|
|           | 5.7 Advocate for prevention of inter-islands bridges |                       |                       |                                  |                               |        |

## Goal D: Effective, efficient and collaborative governance

| OBJECTIVE                                                              | STRATEGIES                                                                                                                                                                                    | ACTIVITIES AND PHASES                                                                                                                                                          | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?              | HOW WOULD WE MEASURE SUCCESS?                                                                | STATUS**                                                                                                                           |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| 6. STRENGTHEN relations with First Nations                             | 6.1 Improve engagement with First Nations                                                                                                                                                     | <u>FY 2015/16</u><br>L.6.1.1 Match <a href="#">UBCM Community to Community (C2C) funding</a> for local meetings, including honoraria and travel for First Nation participation | LTCs                  | 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                                                                                     |
|                                                                        |                                                                                                                                                                                               | <u>FY 2016/17?</u><br>L.6.1.2 Develop an agreement with First Nations                                                                                                          | LTCs**/BIM***         | Subject to funding in future budgets          | By whether an agreement with First Nations has been developed                                | Not due.<br>Not started.<br>Denman work program includes development of an agreement with the <a href="#">K'ómoks First Nation</a> |
|                                                                        | 6.2 Improve protection of archaeological and First Nations cultural resources                                                                                                                 | <u>FY?</u><br>L.6.2.1 Amend OCPs/LUBs to improve archaeological site protection in one LTA                                                                                     | 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.<br>Not started                                                                                                            |
| 7. IMPROVE organizational cost effectiveness and resilience            | 7.1 Improve cost-effectiveness and quality of Trust Council operations<br>7.2 Prepare Island Trust organization to adapt to the <a href="#">potential incorporation of Salt Spring Island</a> | Please see Attachment 1 for more details about these strategies.                                                                                                               |                       |                                               |                                                                                              |                                                                                                                                    |
| 8. Improve cooperation and integration with other levels of government | 8.1 Negotiate new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resource Operations in regards to                                            |                                                                                                                                                                                |                       |                                               |                                                                                              |                                                                                                                                    |

## Attachment 2 – Local Trust Committee and Bowen Island Municipality Activities

| OBJECTIVE                                                                      | STRATEGIES                                                                                                                                                   | ACTIVITIES AND PHASES                                                                                                                                                                                                                                                                                                       | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE?          | HOW WOULD WE MEASURE SUCCESS?                                                          | STATUS <sup>++</sup>                                                                                                                                                                                               |
|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9. Improve community and agency understanding and support of the Islands Trust | Crown land tenures                                                                                                                                           |                                                                                                                                                                                                                                                                                                                             |                       |                                           |                                                                                        |                                                                                                                                                                                                                    |
|                                                                                | 8.2 Explore opportunities and benefits of working with UNESCO, TFB and others to seek nomination of the Trust Area as a <a href="#">UN Biosphere Reserve</a> |                                                                                                                                                                                                                                                                                                                             |                       |                                           |                                                                                        |                                                                                                                                                                                                                    |
|                                                                                | 9.1 Review the <a href="#">Islands Trust Policy Statement</a>                                                                                                |                                                                                                                                                                                                                                                                                                                             |                       |                                           |                                                                                        |                                                                                                                                                                                                                    |
|                                                                                | 9.2 Improve communications about the Islands Trust <a href="#">object</a> and history                                                                        |                                                                                                                                                                                                                                                                                                                             |                       |                                           |                                                                                        |                                                                                                                                                                                                                    |
|                                                                                | 9.3. Engage communities and agencies in reviewing and updating planning bylaws                                                                               | FY 2015/16 - ?<br>L.9.3.1 Update Land Use Bylaws<br>- <a href="#">Galiano LUB technical amendments</a><br>- Gabriola LUB updates re signage and dog boarding<br>- <a href="#">Hornby OCP and LUB bylaw review</a><br>- <a href="#">S. Pender LUB bylaw update</a><br>- <a href="#">Thetis OCP&amp;LUB for Assoc Islands</a> | 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, North Pender, South Pender and Thetis islands.<br><i>Five Galiano bylaws approved by EC – November/15</i><br><i>Hornby OCP and LUB bylaws almost complete</i> |
|                                                                                | 9.4 Investigate the use of Alternative Dispute Resolution in <a href="#">Bylaw Enforcement</a>                                                               | Please see Attachment 1 for more details about these strategies.                                                                                                                                                                                                                                                            |                       |                                           |                                                                                        |                                                                                                                                                                                                                    |

## Attachment 2 – Local Trust Committee and Bowen Island Municipality Activities

| OBJECTIVE                                                                | STRATEGIES                                                                                 | ACTIVITIES AND PHASES | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS? | STATUS <sup>++</sup> |
|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------|-----------------------|----------------------------------|-------------------------------|----------------------|
| 10. IMPROVE community engagement and participation in Islands Trust work | 10.1 Improve communications and availability of information about Islands Trust activities | To be determined      | TBD                   | TBD                              | TBD                           | TBD                  |

\*\*subject to decisions of local trust committees    \*\*\*subject to decisions of Bowen Island Municipality

## Abbreviations:

BIM – Bowen Island Municipality  
 EC – Executive Committee  
 FPC – Financial Planning Committee  
 FY – Fiscal Year  
 IT – Islands Trust  
 ITF – Islands Trust Fund  
 LPC – Local Planning Committee  
 LTA – Local Trust Area

LTC – Local Trust Committee  
 LUB – Land Use Bylaw  
 MCSCD – Ministry of Community, Sport and  
 Cultural Development  
 NAPTEP – Natural Area Protection Tax  
 Exemption Program  
 OCP – Official Community Plan  
 RAR – Riparian Areas Regulation

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

For more information, contact:

**Peter Luckham**, Chair,  
 Islands Trust Council  
 email [pluckham@islandstrust.bc.ca](mailto:pluckham@islandstrust.bc.ca)  
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Visit our website at:  
[www.islandstrust.bc.ca](http://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                                                                                                          |

## Cover Photo Credits:

1. Linda Adams – Lasqueti Freight Shed Mural : 'There's No Place Like Home'; - community project directed by Sophia Rosenberg
2. Don Gordon – seafloor life
3. Linda Adams – Fulford Valley, Salt Spring Island
4. Linda Adams -- Lasqueti Island Childrens' Marimba Band, Lasqueti Community Hall
5. Kristine Mayes – Denman Island

|   |   |   |
|---|---|---|
| 1 | 3 | 4 |
| 2 |   | 5 |

## BRIEFING

**To:** Islands Trust Council

**For the Meeting of:** Dec. 8-10, 2015

**From:** Linda Adams  
Chief Administrative Officer

**Date prepared:** Nov. 19, 2015

**File No.:** **Initial Adaptation  
Strategy**

**SUBJECT: DRAFT PROJECT CHARTER AND TABLE OF CONTENTS – ISLANDS TRUST  
INITIAL ADAPTATION STRATEGY RE INCORPORATION OF SALT SPRING  
ISLAND**

**DESCRIPTION OF ISSUE:** Development of an Islands Trust 'Initial' Adaptation Strategy regarding the potential incorporation of Salt Spring Island.

### BACKGROUND:

- Responding to requests from the three local government officials on Salt Spring Island, the provincial government is funding a Salt Spring Island incorporation study, with a [preliminary report](http://www.ssiincorporationstudy.com/wp-content/uploads/2015/10/2015-10-30-SSI-Incorporation-Study-Preliminary-Report-FINAL.pdf)<sup>1</sup> released on November 1 2015.
  - A final report is due in March 2016, with a community referendum potentially to be held in the summer of 2016.
  - Should the Salt Spring Island community vote 'YES' to incorporation, the Minister of Community, Sport and Cultural Development would determine whether or not to incorporate the community as a municipality.
  - If the community votes in favour of incorporation, and the Ministry does decide to incorporate a new municipality:
    - Municipal Letters Patent would be developed and approved by Cabinet.
    - The Ministry would appoint an interim CAO to coordinate the transition period leading up to the actual incorporation date for the new municipality and election of a mayor and council.
    - A mayor and council would be elected, potentially by the end of 2016 or early 2017.
    - The Salt Spring Island Local Trust Committee would be dissolved on a date that coincided with the incorporation date specified in the Municipal Letters Patent for a Salt Spring Island Municipality.
    - The Municipal Letters Patent for a Salt Spring Island Municipality are expected to indicate that the municipality would contract with the Islands Trust to provide land use planning services for a 3-year period.
    - The financial contribution from Salt Spring Island to the Islands Trust is expected to remain the same during a 3-year transition period, after which there would be projected annual funding shortfall of approximately

<sup>1</sup> <http://www.ssiincorporationstudy.com/wp-content/uploads/2015/10/2015-10-30-SSI-Incorporation-Study-Preliminary-Report-FINAL.pdf>

\$800,000.

- The ministry also funded the [Islands Trust Impact Analysis](#)<sup>2</sup>, released in March 2015 to provide Trust Council with information about the potential impacts on the Islands Trust, should Salt Spring Island incorporate. As revenues and expenses are expected to stay at pre-incorporation levels during an initial 3-year transition period, the Impact Analysis focused on financial impacts and options for adaptation after that transition period. While the Impact Analysis identified a range of options, it anticipated Council's development of an Adaptation Strategy, adopting a specific strategy to adapt to the potential incorporation.
- In March, 2015, the Assistant Deputy Minister (for Local Government) of Community, Sport and Cultural Development recommended that the Islands Trust prepare an Adaptation Strategy, with an initial suggestions that it be completed by September 2015. The Ministry provided funding of \$5000 to contribute to:
  - *Developing a transitional strategy and adaptation plan*
  - *Updating the protocol agreement between the Ministry and Islands Trust regarding the framework for incorporation of island municipalities within the Trust Area, and*
  - *Developing other necessary policy changes that may be required should Salt Spring incorporate.*<sup>3</sup>
- In June 2015, Trust Council requested the Executive Committee to oversee development of an Adaptation Strategy, in consultation with the Financial Planning Committee. It also added related activities to its Strategic Plan and requested the Executive Committee, the Financial Planning Committee and the Management Team to make development of an Adaptation Strategy one of their top three work program priorities until Council had adopted a strategy.
- In September 2015, Trust Council participated in a workshop to identify objectives and options for adapting to the potential incorporation of Salt Spring Island. It adopted a Strategic Plan that identifies the need for both 'Initial' and 'Detailed' Adaptation Strategies.
  - Trust Council's Strategic Plan indicates that preparation of an 'Initial' Adaptation Strategy should be complete by the end of Fiscal Year 2015/16. Preliminary discussions suggest that this 'Initial' strategy would identify the potential impacts and the objectives and options for adaptation that would be expected in the first year after a potential 'YES' vote.
  - Trust Council's Strategic Plan indicates that preparation of a Detailed Adaptation Strategy would only begin IF the Salt Spring Island Community votes 'YES' in an incorporation referendum, potentially to be held in June 2016. It would provide more detail, and a strategy to prepare for and adapt to the more significant impacts that would be expected after the 3-year transition period.
- The Executive Committee has had some preliminary discussions about an Initial Adaptation Strategy and approved a Project Charter at its meeting on November 25, 2015.
- Staff have also begun preliminary work on a Discussion Draft of a Table of Contents for an Initial Adaptation Strategy. At this point it is in a preliminary state and serves only to inventory:
  - the types of initial impacts that would be expected in the first year after a 'YES' vote to incorporation on Salt Spring Island, and
  - the topics that should be addressed in the Initial Adaptation Strategy, including those related to development of a Long Term Adaptation Strategy.
- The Discussion Draft has had some initial input from senior staff, with further discussion planned. Input from retired Islands Trust staff (who participated in adaptation after the Bowen Island municipal incorporation), the Bowen Island interim administrator, CRD

<sup>2</sup> <http://www.islandstrust.bc.ca/media/310041/2015-03-31-RepFinal-Islands-Trust-Impact-Analysis.pdf>

<sup>3</sup> Letter from J. Schlosar, March 2015 – Grant Commitment No. 51RS1503

staff and ministry staff has also been sought.

- The Discussion Draft for an Initial Adaptation Strategy was reviewed by the Financial Planning Committee and the Executive Committee in November 2015.

**ATTACHMENT(S):**

1. Approved Project Charter – Initial Adaptation Strategy
  2. Discussion Draft – Table of Contents for Initial Adaptation Strategy
- 

**AVAILABLE OPTIONS:**

1. Trust Council to provide input to Executive Committee re Discussion Draft – Table of Contents of Initial Adaptation Strategy.

**FOLLOW-UP:**

1. The Executive Committee is expected to consider further amendments to the Discussion Draft – Table of Contents of an Initial Adaptation Strategy before a draft of the actual strategy is prepared for Trust Council to consider in March, 2016.
- 

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

**Reviewed By/Date:** Cindy Shelest, Director of Administrative Services

# [Initial Adaptation Strategy] - Project Charter v1

[Executive Committee]

Date: November 25, 2015

**Purpose** To develop a strategy that outlines how the Islands Trust will initially adapt to the incorporation of Salt Spring Island (SSI), should the community vote to incorporate in the summer of 2016. The Initial Adaptation Strategy will cover the period of approximately one year following such a vote.

**Background** Responding to requests from the three local government officials on SSI, the provincial government is funding a SSI incorporation study, with a preliminary report released on Nov.1 2015. A final report is due March 2016, with a referendum likely in June 2016. The ministry also funded the Islands Trust Impact Analysis, released in March 2015 to provide Trust Council with information about related impacts. In June 2015, Trust Council instructed the Executive Committee and the Financial Planning Committee to make development of an Adaptation Strategy a top work program priority. In September 2015, Council adopted a Strategic Plan that identifies the need for both 'Initial' and 'Detailed' Strategies.

## Objectives

- Identify expected impacts to the Islands Trust during the first year after a 'YES' vote re incorporation on SSI
- Identify principles, objectives and options to adapt in the first year (approx.)
- Identify a time line and principles for developing a 'Detailed Adaptation Strategy'

## In Scope

- ID of expected impacts in 1st yr
- ID of principles, objectives and options to adapt to expected impacts in 1st yr (approx.)
- Internal discussions with EC, FPC and staff (including retired)
- External input (e.g. ministry and CRD staff) re impacts.
- Contract assistance, as necessary

## Out of Scope

- Identification of impacts and potential adaptations beyond the 1-year period after a 'YES' vote, except as they relate to a time-line and principles for developing a 'Detailed Adaptation Strategy' (to be prepared only if there is a 'YES' vote)
- Public consultation

## Workplan Overview

| Deliverable/Milestone                                                                          | Date             |
|------------------------------------------------------------------------------------------------|------------------|
| Draft Project Charter and initial Table of Contents reviewed by FPC for comment                | November 18 2015 |
| Project Charter approved by EC                                                                 | November 25 2015 |
| Briefing to Trust Council with adopted Project Charter and draft Table of Contents for comment | December 9, 2015 |
| Preparation of drafts for review by EC and FPC, and other input                                | Jan—Feb, 2016    |
| Adoption of Initial Adaptation Strategy by Trust Council                                       | March, 2016      |

## Project Team

|                          |                      |
|--------------------------|----------------------|
| CAO (Adams/Hotsenpiller) | Project Manager      |
| Cindy Shelest, DAS       | Contributor/reviewer |
| David Marlor, DLPS       | Contributor/reviewer |
| Lisa Gordon, DTAS        | Contributor/reviewer |

### CAO Approval:

Linda Adams

Date: TBD

### EC Endorsement:

Resolution #: TBD

Date: TBD

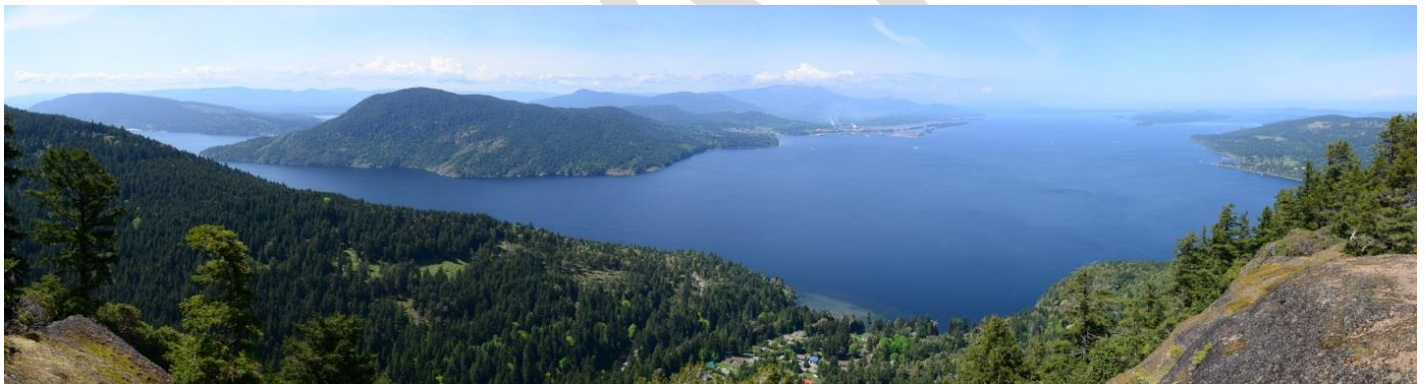
## Budget: \$5000

Budget Source: MCSCD specific grant

| Fiscal  | Item                | Cost   |
|---------|---------------------|--------|
| 2015/16 | Contract Assistance | TBD    |
|         |                     |        |
|         |                     |        |
|         |                     |        |
|         |                     |        |
|         | Total               | TBD 87 |

# INITIAL ADAPTATION STRATEGY

REGARDING THE  
POTENTIAL INCORPORATION OF  
SALT SPRING ISLAND



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(Discussion Draft 4 of Table of Contents only)

November 25, 2015

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**NOTE: Table of Contents will be reformatted**

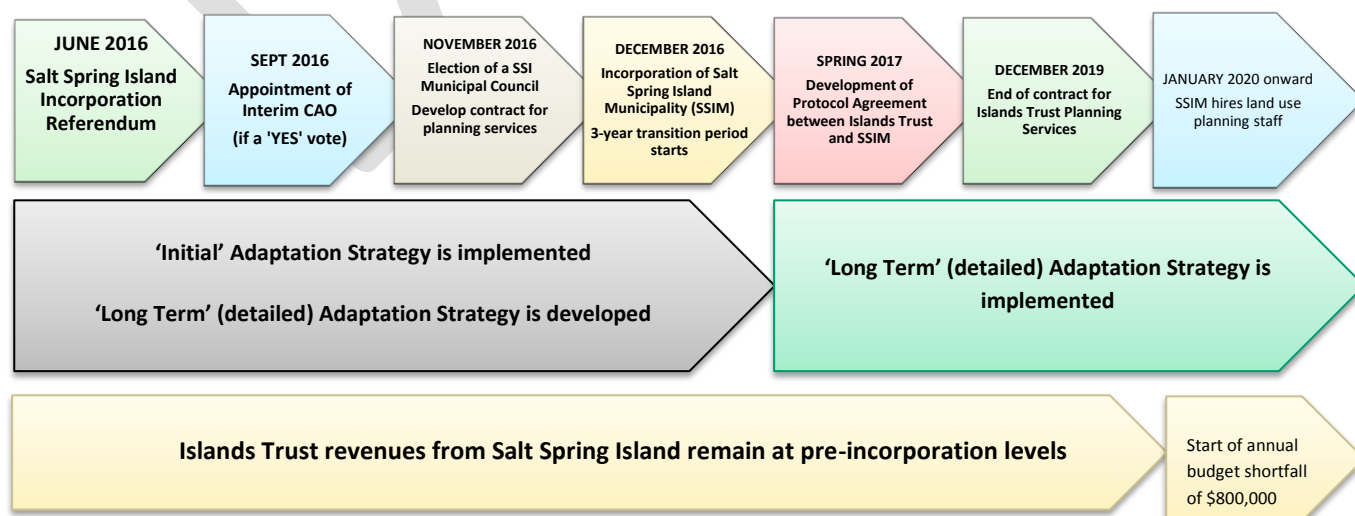
## 1. EXECUTIVE SUMMARY

To be developed.

## 2. INTRODUCTION

### 2.1 PURPOSE OF THE INITIAL ADAPTATION STRATEGY

- To establish an 'Initial' Adaptation Strategy to illustrate how the Islands Trust would initially adapt to the potential incorporation of Salt Spring Island. The Initial Adaptation Strategy would focus on the period between a 'YES' vote to incorporate Salt Spring Island (should it occur) and approximately 12-18 months after the date of formal incorporation.
  - NOTE: For planning purposes, this Initial Adaptation Strategy assumes that the Minister of Community, Sport and Cultural Development would agree to a Salt Spring Island incorporation referendum in June 2016 and, if there was a 'YES' vote at that time, the date of incorporation would be set for December 31, 2016. Should the province choose other dates for these events, the Strategy could be adjusted accordingly. Should the result of the referendum be 'NO', then the Islands Trust would not require this Initial Adaptation Strategy and would not need to prepare a 'Long-Term Adaptation Strategy'.*
- To establish initial principles and a timeframe for development of a more detailed 'Long Term' Adaptation Strategy, that would be only be developed if there was a 'YES' vote to incorporate Salt Spring Island. It would illustrate how the Islands Trust would prepare for and adapt to the new circumstances, particularly after the initial 3-year transition period, after which a funding shortfall would occur.
- The following diagram illustrates the assumptions used to develop a timeframe for the periods when these two Adaptation Strategies would apply. The 'Initial' Adaptation Strategy would be developed by March 2016 (when the Salt Spring Island Incorporation Study Committee is scheduled to release its final report. Should that report lead to an incorporation referendum, should that referendum result in a 'YES' vote, and should the provincial government then agree to create a Salt Spring Island Municipality, the following schedule is assumed, for the purposes of developing the two phases of Islands Trust Adaptation Strategies:



## 2.2 OUTLINE OF REPORT

- This section would explain how the Initial Adaptation Strategy is organized.

## 3. ISLANDS TRUST OVERVIEW

### 3.1 BACKGROUND

- Background to SSI incorporation process
- Findings of Islands Trust Impact Analysis
- Relevant findings of Salt Spring Island Incorporation Study
- Background to Initial Adaptation Strategy
  - Relevant Trust Council resolutions

#### June 2015

##### TC-2015-048

It was **MOVED** by Trustee Grams and **SECONDED** by Trustee Grove,

*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.*

##### TC-2015-049

It was **MOVED** by Trustee Morrison and **SECONDED** by Trustee Grove,

*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.*

#### September 2015

- Adoption of Trust Council Strategic Plan

| STRATEGIES                                                                                                 | ACTIVITIES AND PHASES                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7.2 Prepare Island Trust organization to adapt to the <b>potential incorporation of Salt Spring Island</b> | <b>FY 2015/16</b><br><b>T.7.2.1 Identify Initial Adaptation Strategy, with principles, objectives and options</b>                                                     |
|                                                                                                            | <b>FY 2016/17</b><br>T.7.2.2 Develop detailed Islands Trust Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island            |
|                                                                                                            | <b>FY 2016/17 – 2017/18(?)</b><br>T.7.2.3 Finalize and adopt detailed Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island  |
|                                                                                                            | <b>FY 2015/16</b><br><b>T.7.2.4 Review and update existing <b>IT-MCSCD protocol agreement</b> regarding incorporation of municipalities in the Islands Trust Area</b> |

## 3.2 GOVERNANCE STRUCTURE

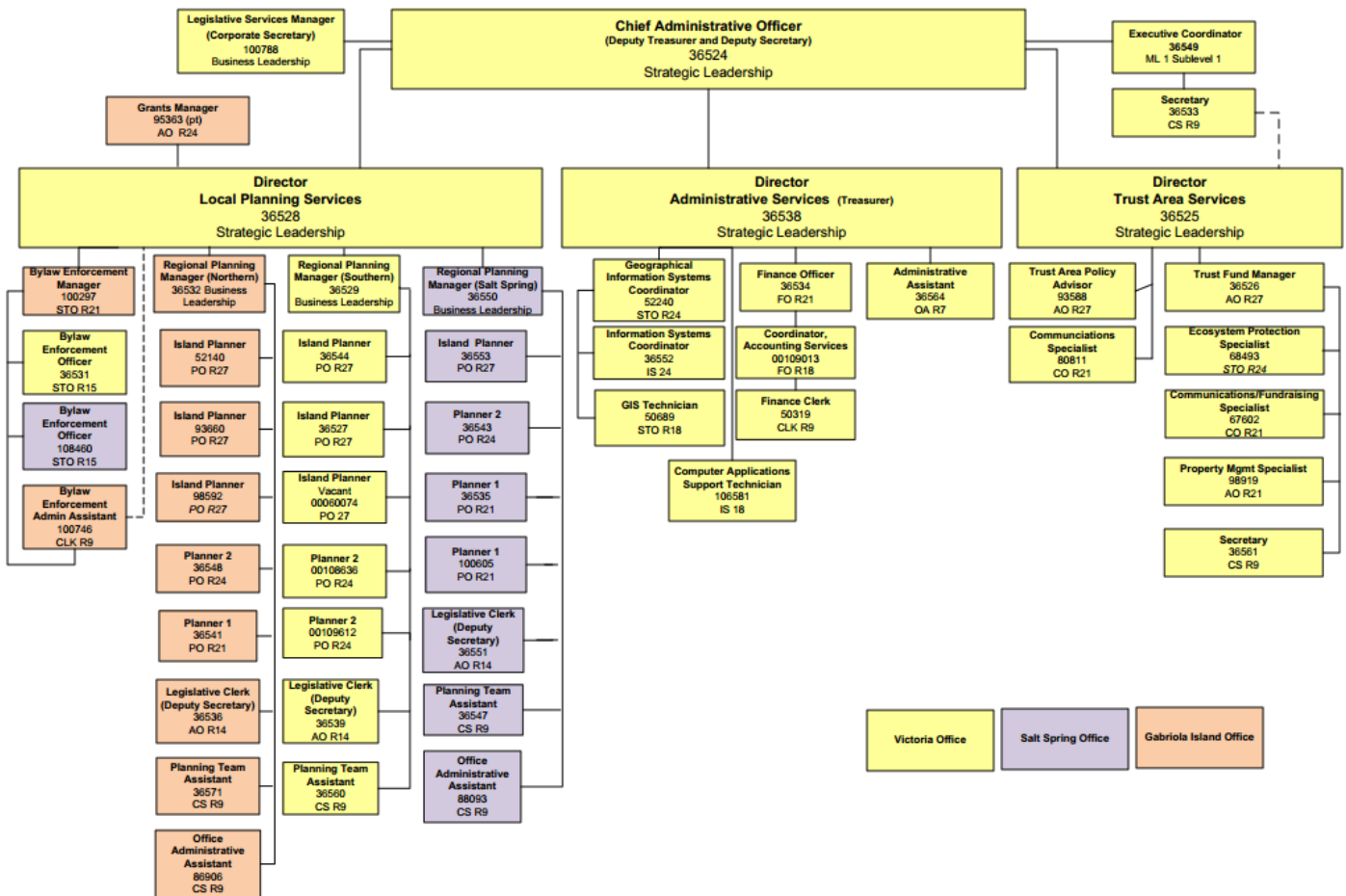
- Current structure of Islands Trust Council , local trust committees and representation from Bowen Island Municipality



## 3.3 ORGANIZATIONAL STRUCTURE

- Current Islands Trust Staff Organization

### Islands Trust Staff Organization Chart



### 3.4 ISLANDS TRUST SERVICES TO SALT SPRING ISLAND

- Overview of services currently provided by the Islands Trust on Salt Spring Island
  - Local Planning Services
  - Trust Area Services
  - Administrative Services
  - Corporate/legislative Services

---

#### 3.4.1 LOCAL PLANNING SERVICES

- Land use planning and regulation
  - Community Planning
    - Official Community Plan development
    - Community planning projects
    - Salt Spring Watershed Protection Authority
  - Land Use regulations
    - Land Use Bylaw
    - Subdivision Servicing
  - Development Management (application processing)
  - Referrals from other agencies
  - Public enquiries
  - Bylaw enforcement
- Management/administration of local planning services
  - Work program management
  - Application guides
  - Financial administration
  - Grant applications
  - Inter-government liaison
  - First Nations liaison

---

#### 3.4.2 TRUST AREA SERVICES

- Trust Area Programs
  - Advocacy
  - Communications
    - Website, news releases, brochures, posters, etc.
  - Policy Statement management
  - Interagency Coordination agreements
- Trust Fund Board
  - Nature reserves owned and covenanted on SSI
  - NAPTEP covenants – financial/taxation

---

#### 3.4.3 ADMINISTRATIVE SERVICES

- Financial planning and accounting
- Insurance (liability, indemnity, property, group health for staff and trustees)
- Payroll processing
- Office facility and equipment management
- Information systems management
  - Mapping/Geographical Information System
  - Servers and digital back up
- Human Resource management (hiring, training, development, labour relations)

### 3.4.4 CORPORATE AND LEGISLATIVE SERVICES

- Strategic Planning
- Policy Development
- Records Management
- Freedom of Information and Protection of Privacy
- Meeting management (procedures, notices, minutes, follow up actions)
- External Liaison
  - Ombudsperson
- Elections Administration

### 3.5 ISLANDS TRUST FINANCES

- Overview of current revenues related to Salt Spring Island
- Overview of current expenses related to Salt Spring Island

### 3.6 PROTOCOL AGREEMENT WITH MINISTRY OF COMMUNITY, SPORT & CULTURAL DEVELOPMENT

- Overview of Protocol Agreement between Islands Trust and Ministry establishing a framework for incorporation of municipalities within the Islands Trust Area
  - Incorporation Process
  - Content of Letters Patent
  - Transitional financial arrangements

## 4. INITIAL IMPLICATIONS OF SALT SPRING ISLAND INCORPORATION AND ADAPTATION

### 4.1 OVERVIEW OF INITIAL IMPLICATIONS AND ADAPTATION

#### 4.1.1 OVERVIEW OF TIMELINES AND ASSUMPTIONS

- Referendum (Summer, 2016)
- Appointment of interim municipal administrator (Fall, 2016)
  - Development of planning contract
- Municipal Elections (December, 2016)

- Incorporation of Salt Spring Island Municipality (December 31, 2016)
- Islands Trust Contract for land use planning services to Salt Spring Island Municipality (e.g. January 1, 2017 to December 31, 2019 )

---

#### 4.1.2 OVERVIEW OF FINANCIAL IMPLICATIONS IN TRANSITION PERIOD

---

#### 4.1.3 PRINCIPLES AND OBJECTIVES FOR INITIAL ADAPTATION STRATEGY

- The Islands Trust object
- Continuity of land use planning services to Salt Spring Island
- Effective and sustainable relationships between Islands Trust Council and SSIM
- Maximize certainty for staff re employment future
- Readiness for effective adaptation to long-term impacts
- Orderly transition of governance

---

#### 4.1.4 RESOURCES REQUIRED TO IMPLEMENT INITIAL ADAPTATION STRATEGY

- Islands Trust staff roles and responsibilities
  - Local Planning Services
    - Management of planning contract
    - Management of transition for LTAs with new boundaries and/or new chair
  - Administrative Services
    - Financial administration
    - Human Resource Management
    - Facility and equipment
    - Information Systems
  - Trust Area Services
    - Communications re transition
    - Communications updates resulting from transition
    - Management of letters of understanding and protocols
  - Executive and Legislative Services
    - Records management
    - Changes to election procedures for 2018 (re new LTA boundaries)
- Potential impacts on Strategic Plan projects and staff work programs
  - Additional resources required

---

### 4.2 INITIAL GOVERNANCE IMPLICATIONS AND ADAPTATION

---

#### 4.2.1. SALT SPRING ISLAND GOVERNANCE

- Salt Spring Island Municipality Letters Patent – assumptions (from Bowen Island Letters Patent)
  - Consideration of Islands Trust object
  - Boundaries of Salt Spring Island Municipality

- Aligns with boundary for Area F of the Capital Regional District (see Map 1)
- Election of Mayor, Council
  - Election of Municipal Trustees by double-direct voting process
- SSIM Bylaw approval process
  - OCP bylaws
  - Non-OCP bylaws
- Dissolution of Salt Spring Island Local Trust Committee
  - Occurs on date of incorporation, specified in SSIM Letters Patent
  - Transfer of bylaws, permits, covenants, assets, liabilities, obligations, legal agreements, etc.
    - To Salt Spring Island Municipality
- Salt Spring Island Watershed Protection Authority
  - SSILTC's coordination would cease
  - Disposition of special levy funds
  - Coordinator contract
  - Transfer of records
- Islands Trust protocol agreements and letters of understanding (with other parties)
  - Transfer/applicability to Salt Spring Island Municipality

---

#### 4.2.2 TRUST COUNCIL AND EXECUTIVE COMMITTEE

- Changes to Trust Council and Executive Committee membership
  - Two Salt Spring Island Local Trustee positions dissolved
  - Two Salt Spring Island Municipal Trustee positions created
    - Elected through 'double-direct' process during elections for first Salt Spring Island Mayor and Council
  - Orientation of new Trust Council members
- Executive Committee
  - Election of new Executive Committee member due to vacancy of existing SSI trustee position
    - Election to take place in March 2017(?)
  - Orientation of new EC member
  - New EC liaison for Trust Programs Committee
- Bylaw approval process for Salt Spring Island Municipality bylaws
  - Staff resources and roles
- Orientation of Salt Spring Island Municipal Council and Senior Staff re Islands Trust object and services
- Protocol Agreement between Islands Trust Council and Salt Spring Island Municipal Council
  - On-going political liaison
- Communications/Public Relations
  - Communications re transition and future changes
  - Amendment of communications products re new boundaries and number of municipalities
    - Website
    - Written materials
    - Transfer of protocols and agreements with third parties (including Trust Fund Board)
    -

---

#### 4.2.3 OTHER LOCAL TRUST COMMITTEES

- Changes to LTC Chair assignments
  - New Chairs for Mayne, North Pender, Saturna and possibly other LTCs
    - Orientation requirements
- Local Trust Committee boundary changes – assumptions (*see Map 1 – next page*)
  - Decisions about boundary changes would be made by the province (amendments to the Islands Trust Act)
  - Associated islands currently within SSI LTA would be redistributed to other LTAs
    - Regional District boundaries to be considered in redistribution plans
    - Potential changes to boundaries of Galiano, Mayne, North Pender and Thetis LTAs and jurisdiction of the Executive Committee as an LTC
      - Galiano LTA – potentially would include Hall, Norway, Secretary and Wallace, etc
      - Mayne LTA – potentially would include Prevost, etc.
      - North Pender LTA – potentially would include Piers, etc
      - Thetis – potentially would include Shoal Islands, etc
      - Executive – potentially would include Saanich Inlet/Cowichan Bay area (?)
- Adaptation for affected local trust areas
  - Notice to property owners/residents of affected areas
  - Transfer of legal documents (covenants, etc.)
- Adaptation/orientation/assignment of planning staff (re changes to LTC boundaries)
- Changes to administration of local elections
- Amendment of bylaws, maps, communications materials
- Transfer of SSILTC protocols and Letters of Understanding to other LTCs due to boundary changes
  - Protocols and Letters of Understanding with Capital Regional District
  - Protocols and Letters of Understanding with Cowichan Valley Regional District



Map 1 - Salt Spring Island - Current Jurisdictional Boundaries

## 4.3 INITIAL SERVICES IMPLICATIONS AND ADAPTATION

### 4.3.1 LOCAL PLANNING SERVICES

- Implications for Local Planning Services for Salt Spring Island
  - SSIM would contract with Islands Trust to provide local planning services for three years
  - Assumptions re services provided, facilities, etc.
  - Potential content (see example from Bowen Island Municipality – 2000)
  - Management of planning team in collaboration with CAO of SSIM
  - Assume same level of planning and support staff
    - Would not include subdivision Approving Officer
    - Bylaw investigation and enforcement services – to be determined
    - Administrative support – to be determined
    - Access to legal advice – to be determined
  - Decisions made by SSIM re:
    - Work program priorities (within resources available)
    - Planning projects
    - Bylaw amendments
    - Development applications
  - Grants applications and administration
- Development referrals
- Management of planning staff (hiring, training, performance planning)
- Mapping and Trust Area Property Information Service (TAPIS)
- Administrative/Legislative support to planning staff
- Preparations/readiness for future flexibility
  - Planning staff for Salt Spring Island – management of attrition and replacement
  - Change management

### 4.3.2 TRUST AREA SERVICES

Implications and Adaptation of Advocacy function

Implications and Adaptation for Communications Services

- Trust Fund Board services
  - Nature reserves owned and covenanted on Salt Spring Island
  - Existing NAPTEP covenants (financial implications to new municipality)
  - Financial/taxation
  - Letter of Understanding with municipality re future NAPTEP covenants
    - (use Bowen Island Municipality as a model?)

### 4.3.3 ADMINISTRATIVE SERVICES

- Financial administration services
  - Budgeting
  - Finance administration

- Liaison with SSIM financial staff
- Human Resources (hiring, training and development)
  - Staffing Plan – future flexibility and readiness for transition
  - Staff training, professional development
- Office Facility and Equipment
  - Lease extension to end of planning contract period - Current lease expires February 2017
  - Equipment leases to end of planning contract period
- Assets in Salt Spring Island office
  - Maintenance of existing assets
  - Acquisition of new assets during transition phase
  - Disposal of assets at end of contract period
  - Related office contracts (e.g. maintenance, janitor services, telephone services)
- Information Systems Management
  - Mapping/geographical information system
  - Servers and digital back up

#### 4.3.4 CORPORATE/LEGISLATIVE SERVICES

- Records management
  - Statutory records (bylaws, minutes, development permits, etc.)
- Records management and transfer
  - Transfer of bylaws, development permits, etc.
  - Transfer of litigation files
  - Transfer of mapping data, records, TAPIS files
  - Transfer of website information
  - Transfer of financial records
  - Transfer of archival records
- *Freedom of Information and Protection of Privacy Act*
  - Management of information requests related to planning services
  - Protection of Privacy/custody of records
- Current litigation
  - Bylaw enforcement litigation
  - Legal claims against the Salt Spring Island Local Trust committee
  - Indemnification
    - Indemnification of SSI trustees (to end on date of incorporation)

## 5. LONG TERM IMPLICATIONS

### 5.1 OVERVIEW OF LONG TERM IMPLICATIONS

- Overview of timelines and assumptions
  - Potential incorporation on December 31, 2016

- Revenues at pre-incorporation levels until December 31, 2019
- SSIM contribution to Islands Trust after December 2019.
- Summary of long term implications

## 5.2. DEVELOPING A LONG TERM DETAILED ADAPTATION STRATEGY

### 5.2.1 PRINCIPLES AND OBJECTIVES OF A LONG TERM ADAPTATION STRATEGY

- To cover the period leading up to and after three years of incorporation
- Principles for adaptation
- Objectives for long term adaptation
  - The Islands Trust object
  - Continuity of land use planning services to unincorporated parts of the Islands Trust Area
  - Effective and sustainable relationships between Islands Trust Council and SSIM
  - Maximize certainty for staff re employment future
  - Orderly transition of governance

### 5.2.2 RESOURCES AND ROLES IN DEVELOPING A LONG TERM ADAPTATION STRATEGY

- Islands Trust staff roles and responsibilities
- Islands Trust resources for developing and implementing a long term adaptation strategy
- Public Consultation requirements

### 5.2.4 TIMELINE FOR DEVELOPMENT OF LONG TERM ADAPTATION STRATEGY

- Timeline for development and adoption of a long term adaptation strategy
  - Start date if/when a 'Yes' vote for incorporation
  - Adopted by council by March 2017

## 5.3 LONG TERM GOVERNANCE IMPLICATIONS AND ADAPTATION

- Obligations re Protocol Agreement
  - Annual Meetings
  - Communications re budget planning

## 5.4 LONG TERM SERVICE DELIVERY IMPLICATIONS AND ADAPTATION

### 5.4.1 SUMMARY OF LONG TERM ADAPTATION

- Net annual budget shortfall of \$800,000 after 2019 (actual dates to be determined)

### 5.4.2 LAND USE PLANNING SERVICES

- Implications for Land Use Planning Services
  - Planning services would be assumed by new municipality after three-year transition period

- Islands Trust planning staff positions on Salt Spring Island would end after three-year transition period
  - Transition strategy for planning staff
- Adaptation of Land Use Planning Services
  - Staffing levels during and after adaptation
    - Adaptation may require reduction in staffing levels of other planning teams
  - Adapted services levels for other Local Trust Committees

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#### 5.4.3 TRUST AREA SERVICES

- Implications for Trust Area Services
  - Service requirements after adaptation
    - Reduced need for communications services (news releases, websites, planning topics, etc.)
- Adaptation of Trust Area Services
  - Staffing levels after adaptation
    - To respond to reduced service needs
  - Adapted services levels for Trust Area Services

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#### 5.4.4 ADMINISTRATIVE SERVICES IMPLICATIONS AND ADAPTATION

- Implications for Administrative Services
  - Service requirements after adaptation
    - Reduced need for administrative services (financial administration, information systems, facility management, etc.)
- Adaptation of Administrative Services
  - Staffing levels after adaptation
    - To respond to reduced service needs
  - Adapted services levels for Administrative Services

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#### 5.4.5 CORPORATE/LEGISLATIVE SERVICES – IMPLICATIONS AND ADAPTATION

- Implications for Corporate and Legislative Services
  - Service requirements after adaptation
    - Reduced need for corporate/legislative services (records management, meeting procedures, administrative bylaws, FOIPP responses, etc.)
- Adaptation of Corporate and Legislative Services
  - Staffing levels after adaptation
    - To respond to reduced service needs
  - Adapted services levels for Corporate and Legislative Services

## 6. CONCLUSIONS

## 7. REFERENCES

[Islands Trust Impact Analysis](#)

[Salt Spring Island Incorporation Study – Preliminary Report](#)

[Protocol Agreement](#) between Islands Trust Council and Ministry of Community Sport and Cultural Development, establishing a framework for incorporation of municipalities within the Islands Trust Area

[Bowen Island Letters Patent](#)

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## ATTACHMENT 1 – INITIAL ADAPTATION TASKS – TIMELINES, RESPONSIBILITIES AND ESTIMATED WORK LOAD

| TASK                                                           | TIMELINE             | RESPONSIBILITY      | COMMENTS                                                                              | ESTIMATED WORK LOAD |
|----------------------------------------------------------------|----------------------|---------------------|---------------------------------------------------------------------------------------|---------------------|
| <b>A. GOVERNANCE ADAPTATION</b>                                |                      |                     |                                                                                       |                     |
| <b>A.1. GOVERNANCE – TRUST COUNCIL</b>                         |                      |                     |                                                                                       |                     |
| 1.1 Swearing in of new SSIM Trustees                           | January 2017         | LSM                 | Oath of office re Islands Trust duties                                                | Low                 |
| 1.2 Orientation of new SSIM Trustees                           | January 2017         | CAO/Directors       | Adapt program from December 2014<br>Trustee orientation program                       | Medium              |
| 1.3 Role of Municipal Trustees                                 | 2017-2019?           | CAO                 | Consider new policy to define role                                                    | Medium              |
| <b>A.2. GOVERNANCE – EXECUTIVE COMMITTEE</b>                   |                      |                     |                                                                                       |                     |
| 2.1 Election of new Executive Committee member                 | March 2017           | LSM                 | To take place at March 2017 TC meeting                                                | Low                 |
| 2.2 Appointment of new EC rep to TPC                           | March 2017           | Chair               | To take place after election of EC member                                             | Low                 |
| 2.3 Orientation of new EC member                               | April 2017           | CAO/Directors/ RPMs | Orientation to role of EC and role as an LTC Chair                                    | Medium              |
| <b>A.3. GOVERNANCE – OTHER LOCAL TRUST COMMITTEES</b>          |                      |                     |                                                                                       |                     |
| 3.1 Alternate Chairs to serve before election of new EC member | January – March 2017 | EC                  |                                                                                       | Low                 |
| 3.2 Appointment of new LTC Chairs                              | March 2017           | Chair               | To take place after election of new Executive Committee member                        | Low                 |
| 3.3 Adaptation to LTA boundary changes                         |                      |                     |                                                                                       |                     |
| 3.3.1 Notification of affected property owners                 | January – March 2017 | LSM                 |                                                                                       | Medium              |
| 3.3.2 Amend communications materials                           | January – March 2017 | DTAS                | Reflect new LTC boundaries on all communications materials (website, brochures, etc.) | Medium              |
| 3.3.3 Orientation of affected LTCs                             | 2017                 | DLPS/RPMs           |                                                                                       | Medium              |
| <b>A.4. LIAISON WITH SALT SPRING ISLAND</b>                    |                      |                     |                                                                                       |                     |

| TASK                                                                                     | TIMELINE   | RESPONSIBILITY | COMMENTS                                                                                   | ESTIMATED<br>WORK<br>LOAD |
|------------------------------------------------------------------------------------------|------------|----------------|--------------------------------------------------------------------------------------------|---------------------------|
| <b>MUNICIPALITY</b>                                                                      |            |                |                                                                                            |                           |
| 4.1 Initial liaison meeting with new SSIM                                                | 2017       | EC             |                                                                                            |                           |
| 4.2 Orientation of new SSIM council and senior staff re Islands Trust                    | 2017       | CAO            | Adapt materials from September 2015 meeting with Bowen Island Municipality                 | Medium                    |
| 4.3 Develop Protocol Agreement with SSIM                                                 | 2017       | CAO            | Use Protocol Agreement with Bowen Island Municipality as a model                           | Medium                    |
| <b>B. ADAPTATION OF LOCAL PLANNING SERVICES</b>                                          |            |                |                                                                                            |                           |
| <b>B.1. LOCAL PLANNING SERVICES TO SALT SPRING ISLAND</b>                                |            |                |                                                                                            |                           |
| 1.1 Develop contract for local planning services                                         | Early 2017 | CAO/DLPS/DAS   | See contract with Bowen Island Municipality as a basis. Other topics need to be addressed. | High                      |
| 1.2 Management of planning service unction and integration with SSIM municipal Functions | 2017-2019  | DLPS/RPM       |                                                                                            | High                      |
| 1.3 Transfer of Bylaw Investigation and litigation function                              | 2017       | DLPS           | Transfer of function and any on-going litigation                                           | Medium                    |
| 1.4 Transition of Salt Spring Island Watershed Protection Authority                      | Jan 2017   | DLPS/RPM       |                                                                                            | Medium                    |
| <b>B.2 LOCAL PLANNING SERVICES TO OTHER LTCs</b>                                         |            |                |                                                                                            |                           |
| 1.1 Reassignment of staff related to boundary changes, if any                            | Early 2017 | DLPS           |                                                                                            | Low                       |
| <b>C. ADAPTATION OF TRUST AREA SERVICES</b>                                              |            |                |                                                                                            |                           |
| <b>C.1 Trust Fund Board Services</b>                                                     |            |                |                                                                                            |                           |
| 1.1 Amend protocol agreements with SSILTC                                                | 2017       | ITF Manager    |                                                                                            | Low                       |
| <b>C.2 Trust Area Services</b>                                                           |            |                |                                                                                            |                           |
| 2.1 Transfer website information                                                         | 2017       | DTAS           | Transfer of SSI materials to SSIM website, once available                                  | Medium                    |
| 2.2 Amend non-web communications materials                                               | 2017       | DTAS           | Review communications materials and amend or transfer                                      | Medium                    |

| TASK                                                                  | TIMELINE             | RESPONSIBILITY | COMMENTS                                                                                                                   | ESTIMATED<br>WORK<br>LOAD |
|-----------------------------------------------------------------------|----------------------|----------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------|
| 2.3 Transfer of agreements with third parties                         | 2017                 | DTAS           | All Protocol agreements and Letters of Understanding with third parties to be reviewed and potentially transferred to SSIM |                           |
| 2.4 Develop Letter of Understanding regarding future NAPTEP covenants | 2017-2018            | DTAS           | Use Bowen Island Municipality LOU as a model                                                                               | Medium                    |
| <b>D. ADAPTATION OF ADMINISTRATIVE SERVICES</b>                       |                      |                |                                                                                                                            |                           |
| <b>D.1 Financial Services</b>                                         |                      |                |                                                                                                                            |                           |
| 1.1 Management of planning contract                                   | 2017-2019            | DAS (w/DLPS)   |                                                                                                                            | Low                       |
| <b>D.2 Human Resources</b>                                            |                      |                |                                                                                                                            |                           |
| 2.1 Develop transitional staffing strategy                            | 2017                 | CAO            | Develop staffing plan that prepares for long-term transition                                                               | Medium                    |
| <b>D.3 Information Services</b>                                       |                      |                |                                                                                                                            |                           |
| 3.1 Transfer of GIS and TAPIS data                                    | 2017-2019            | DAS/ITM        | Transfer to SSIM systems or integrate with CRD systems (?)<br>Maintain security of data.                                   | Medium                    |
| 3.2 Transfer of electronic records                                    | 2017-2019            | DAS/LSM        |                                                                                                                            | Medium                    |
| 3.3 Office Facility and Equipment                                     | 2017-2019            | DAS            | Manage transitional leases for office and equipment                                                                        | Low                       |
| <b>E. ADAPTATION OF CORPORATE/LEGISLATIVE SERVICES</b>                |                      |                |                                                                                                                            |                           |
| <b>E.1 Records Management</b>                                         |                      |                |                                                                                                                            |                           |
| 1.1 Transfer of planning records (bylaws, permits, covenants, etc.)   | January – March 2017 | LSM/DLPS       | All records to be catalogued prior to transfer                                                                             | Very High                 |
| <b>E.2 Litigation Defense</b>                                         |                      |                |                                                                                                                            |                           |
| 2.1 Transfer of litigation defense files (re SILTC)                   | Jan 2017             | CAO            |                                                                                                                            | Low                       |
| <b>E.3 Freedom of Information and Protection of Privacy</b>           |                      |                |                                                                                                                            |                           |
| 3.1 Transfer of FOI requests and historical files re SSI              | Jan 2017             | LSM            |                                                                                                                            | Low                       |

| TASK                                                                | TIMELINE           | RESPONSIBILITY | COMMENTS                                                                                                    | ESTIMATED WORK LOAD |
|---------------------------------------------------------------------|--------------------|----------------|-------------------------------------------------------------------------------------------------------------|---------------------|
| <b>E.4 Policies and Procedures</b>                                  |                    |                |                                                                                                             |                     |
| 4.1 Review and amendment of policies and procedures                 | 2017-2019          | CAO/LSM        | To determine if any policies and procedures need to be amended or transferred to SSI                        | Medium              |
| <b>E.5 Elections</b>                                                |                    |                |                                                                                                             |                     |
| 5.1 Amendment of elections administration contract re SSI elections | 2018               | LSM            |                                                                                                             | Low                 |
| <b>F. DEVELOPMENT OF LONG TERM ADAPTATION STRATEGY</b>              | June 2016-Jan 2017 | CAO            | To identify objectives and select a strategy to adapt to upcoming changes in revenues and services provided | High                |

## REQUEST FOR DECISION

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**To:** Islands Trust Council

**For the Meeting of:** December 8-10, 2015

**From:** Executive Committee

**Date:** December 2, 2015

**SUBJECT:**

**ADAPTATION TO THE POTENTIAL INCORPORATION OF SALT SPRING ISLAND – ADOPTION OF PRINCIPLES AND OBJECTIVES FOR AN ADAPTATION STRATEGY**

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**RECOMMENDATION:**

**That the Islands Trust Council adopt the principles and objectives to guide a future Adaptation Strategy regarding the potential incorporation of Salt Spring Island, as indicated the document entitled *Islands Trust Adaptation Strategy – Principles and Objectives*, dated December 9, 2015.**

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** The Islands Trust Council's Strategic Plan indicates that it will prepare an "Initial" Adaptation Strategy regarding the potential incorporation of Salt Spring Island, in the current fiscal year (i.e. by March 2016) and will develop a more detailed "Long Term" Adaptation Strategy if the Salt Spring Island community votes 'YES' to incorporation. A draft Table of Contents for the "Initial" Adaptation Strategy is included in Council's December agenda as item 3.6. Section 5 of the Table of Contents indicates that the "Initial" Adaptation Strategy would include some principles and objectives to guide development of the "Long-Term" Adaptation Strategy, should it need to be developed. The Executive Committee is proposing that Council adopt those principles and objectives in December 2015, for inclusion in the "Initial" Adaptation Strategy and for communication to the public about how Trust Council expects to adapt to Salt Spring Island's incorporation, should it need to. The Ministry of Community, Sport and Cultural Development has recently indicated that this would be important for the Salt Spring Island Incorporation Study Committee and the general public.

For clarity, the Executive Committee decided, on December 2, to rename:

- the "Initial" Adaptation Strategy as a "Transition Plan"
- the "Long Term" Adaptation Strategy as simply the "Adaptation Strategy"

These new titles are used throughout the rest of this document.

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### **IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:**

There are no immediate organizational implications, if Trust Council adopts the proposed principles and objectives for an Adaptation Strategy related to the potential incorporation of Salt Spring Island. Should the Salt Spring Island community vote to incorporate in 2016, Trust Council's adopted principles and objectives would guide its development and eventual adoption of an Adaptation Strategy.

**FINANCIAL:**

There are no immediate financial implications, if Trust Council adopts the proposed principles and objectives for long term adaptation to the potential incorporation of Salt Spring Island. Should the Salt

Spring Island community vote to incorporate in 2016, Trust Council's principles and objectives would guide its development and eventual adoption of an Adaptation Strategy, which would indicate how Trust Council chooses to respond to the new circumstances, including a reduction in revenues from Salt Spring Island.

**POLICY:**

No implications for current policy, related to the proposed principles and objectives for an Adaptation Strategy.

**IMPLEMENTATION/COMMUNICATIONS:**

If Trust Council adopts the proposed principles and objectives for an Adaptation Strategy related to the potential incorporation of Salt Spring Island:

- They would be included in Trust Council's Decision Highlights for the December 2015 meeting, which are posted and circulated after the meeting.
- They would also be provided to the Salt Spring Island Incorporation Study Committee for information.
- They would be included in that section of the Transition Plan that refers to development of an Adaptation Strategy.

**OTHER:** n/a

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**BACKGROUND**

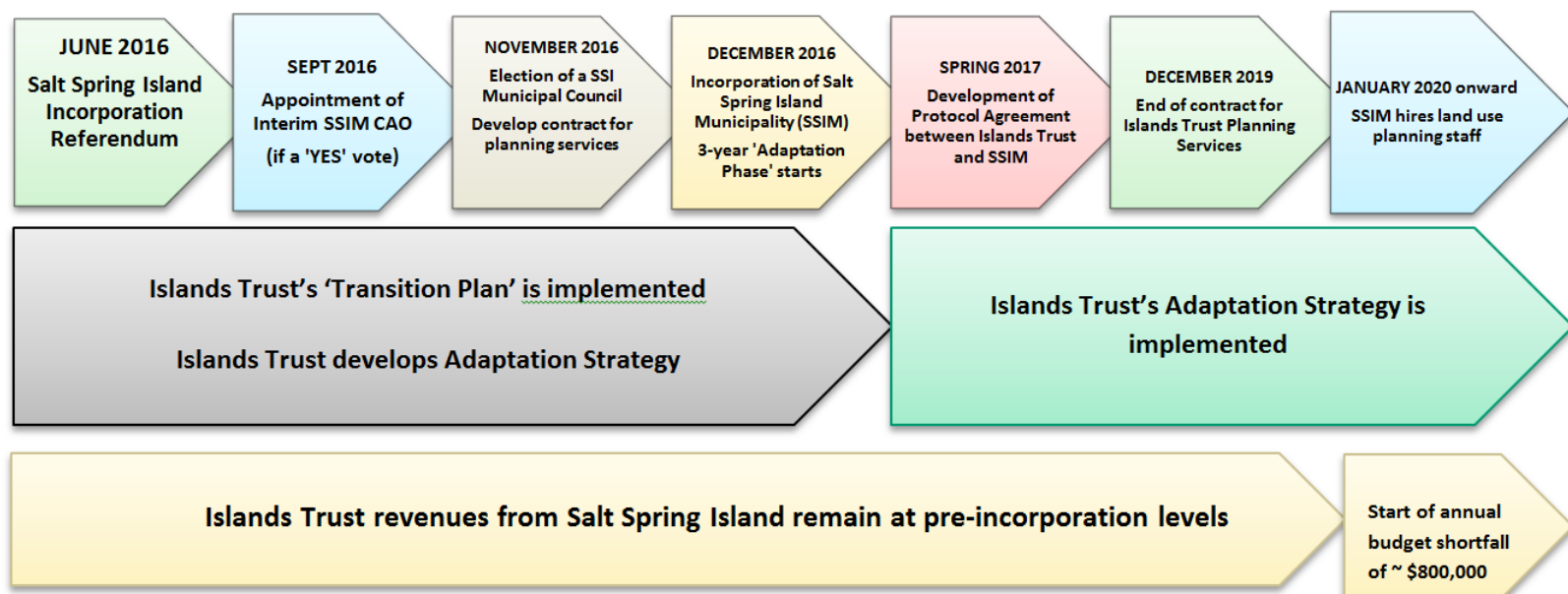
- Trust Council has received previous briefings regarding the topic of Salt Spring Island incorporation and the need to develop an Islands Trust Adaptation Strategy, should Salt Spring Island decide to incorporate.
- In the 2011-14 term, Trust Council's Strategic Plan included a strategy to '*consider options and adopt an adaptation strategy for the Islands Trust to implement in the event of municipal incorporation of Salt Spring Island*'. Action on that strategy was subject to receipt of a provincially-funded assessment of the impact of incorporation on the Islands Trust.
- At its March 2015 meeting, Trust Council received the [Islands Trust Impact Analysis<sup>1</sup>](http://www.islandstrust.bc.ca/media/310041/2015-03-31-RepFinal-Islands-Trust-Impact-Analysis.pdf), a provincially-funded study that outlined the expected financial impact of incorporation on the Islands Trust. The Analysis notes that, should the Salt Spring Island community decide to incorporate, Trust Council could expect an annual funding shortfall of approximately \$800,000, after a 3-year transition period. The Analysis provided a range of scenarios for adapting to that situation.
- Later in March 2015, the Islands Trust received a follow-up letter from then Assistant Deputy Minister Jay Schlosar, offering funding to support development of 'a transitional strategy and adaptation plan', consistent with Trust Council's Strategic Plan. The letter indicated that the funding was provided so that Trust Council would be in a position to indicate its preferred approach in June 2015, and complete an adaptation plan by September 30, 2015.
- While the Executive Committee indicated to ADM Schlosar in May, 2015 that it was unlikely that Trust Council could meet the timeframes suggested, it recommended to Trust Council that the topic be made a high priority work item.
- In June 2015, Trust Council passed the following resolution, based upon a recommendation from the Executive Committee:
  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*

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<sup>1</sup> <http://www.islandstrust.bc.ca/media/310041/2015-03-31-RepFinal-Islands-Trust-Impact-Analysis.pdf>

*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 (prior to passing the above resolution), 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, used as the basis for further consultant work.
- After further discussions, the Islands Trust Management Team determined that further input from Council would be useful before developing an appropriate 'Scope of Work', particularly to understand Trust Council's objectives in adapting to a potential Salt Spring Island incorporation. For example, if Trust Council's objective was to minimize any tax increases (and reduce expenditures accordingly), an Adaptation Strategy would be more complex to develop, than if Trust Council's objective was to maintain the status quo, by raising taxes to make up the anticipated funding shortfall. The latter scenario would not entail as many decisions about how to 'adapt'.
- In response to the Management Team's request for further Trust Council input, the Executive Committee agreed to have a Trust Council workshop on the topic in September, in order to better understand Trust Council's objectives in adapting to a potential Salt Spring Island incorporation.
- At the workshop in September, Trust Council members were asked to indicate which of the four scenarios from the *Islands Trust Impact Analysis* was most acceptable (recognizing that there was a range of alternatives) and to identify some objectives for adapting.
- While the Trust Council workshop produced a number of potential objectives for adaptation, the results were not clear regarding the level of adaptation that Trust Council would favour.
- Also at Trust Council's September 2015 meeting, Trust Council amended its Strategic Plan to indicate that the Adaptation Strategy should be developed in two phases:
  - *Phase 1* – an Initial Adaptation Strategy (now renamed as a 'Transition Plan') – to cover the first phase of adaptation that would occur after a potential 'YES' vote (re Salt Spring Island incorporation).
  - *Phase 2* - A detailed 'Long-Term' Adaptation Strategy (now renamed simply as an 'Adaptation Strategy') – only to be developed if a 'YES' vote did occur (re Salt Spring Island incorporation).
- Since the September 2015 Trust Council Meeting, the Executive Committee and Financial Planning Committee have reviewed drafts of a potential Table of Contents for the Transition Plan, which will be used to guide development of the document. This draft suggests the following relationship between the Transition Plan and the Adaptation Strategy:



- The draft Table of Contents for the Transition Plan has been provided to Trust Council as part of a separate briefing (see Agenda Item 3.6, where the Transition Plan is referred to as an 'Initial Adaptation Strategy'). Section 5.2.1 of the Table of Contents indicates that the Transition Plan would identify some 'principles and objectives' for development of an Adaptation Strategy, and a time frame and process for its development.
- Once Trust Council has provided input into the Transition Plan's Table of Contents, it is anticipated that the actual document would be completed for Council's consideration in March 2016.
- Recent correspondence from Ministry of Community, Sport and Cultural Development Assistant Deputy Minister Tara Faganello (Attachment 1) recommends that Trust Council move more quickly in regards to some aspects of an Adaptation Strategy. In particular, her letter suggests:
  - That this point in the Salt Spring Island community's incorporation study process would be an opportune time to share Trust Council's *principles or objectives* for adaptation.
  - That it is important for the Salt Spring Island study committee and the general public to understand now the timing and nature of the decisions that Trust Council anticipates addressing in an adaptation strategy, with an articulation of Trust Council's *perspective on adaptation approaches or principles* by the end of 2015.
  - Having a 'complete' adaptation strategy prior to the completion of the incorporation study in 2016 (March) would be important to ensuring full information is available to the public discussion.
  - That she would be willing to attend Trust Council's December meeting to discuss development of an adaptation strategy, if that would be of assistance.
- In response to ADM Faganello's suggestions, the Executive Committee has scheduled a Trust Council session on Tuesday December 8 in order to consider, debate and potentially amend a draft list of principles and objectives for the Adaptation Strategy that has prepared by the Executive Committee (Attachment 2).
- ADM Faganello, Executive Director Gary Paget and Marijke Edmondson, Director – Local Government Structure will attend the Trust Council session on December 8.

#### REPORT/DOCUMENT:

Attachment 1. 2015 11 25 Letter from ADM Tara Faganello re Islands Trust adaptation to potential incorporation of Salt Spring Island.

Attachment 2. 2015 12 09 *Islands Trust Adaptation Strategy – (Draft) Principles and Objectives* .

#### KEY ISSUE(S)/CONCEPT(S):

Principles and objectives for adaptation to the potential incorporation of Salt Spring Island.

#### RELEVANT POLICY:

- Islands Trust Policy Statement
  - *Policy 5.8.3 Trust Council holds that island communities within the Trust Area are themselves best able to determine the most effective local government structure to support their local autonomy and specific community needs within the object of the Islands Trust.*
- Trust Council Policy 2.1.iii [Governance Principles](http://www.islandstrust.bc.ca/media/58180/2.1.iii%20governanceprinciples.pdf)<sup>2</sup>
- [Island Trust Council/Bowen Island Municipality Protocol Agreement](http://www.islandstrust.bc.ca/media/303365/itbimprotocol.pdf)<sup>3</sup>

**DESIRED OUTCOME:** Trust Council identification of its principles and objectives for an Adaptation Strategy related to the potential incorporation of Salt Spring Island.

<sup>2</sup> <http://www.islandstrust.bc.ca/media/58180/2.1.iii%20governanceprinciples.pdf>

<sup>3</sup> <http://www.islandstrust.bc.ca/media/303365/itbimprotocol.pdf>

## **RESPONSE OPTIONS**

**Recommended:** That the Islands Trust Council adopt the principles and objectives for a future Adaptation Strategy regarding the potential incorporation of Salt Spring Island, as indicated the document entitled *Islands Trust Adaptation Strategy – Principles and Objectives*, dated December 9, 2015.

**Alternative:**

1. That Trust Council amend the principles and objectives in Attachment 2 before adopting them.
  2. That Trust Council adopt principles and objectives at a later time.
  3. That Trust Council not adopt principles and objectives for an Adaptation Strategy related to the potential incorporation of Salt Spring Island.
- 

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

**Reviewed By/Date:** Executive Committee – December 2, 2015



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Linda Adams, Chief Administrative Officer



November 24, 2015

Ref: 164651

Ms. Linda Adams  
Chief Administrative Officer  
Islands Trust  
200 1627 Fort Street  
Victoria, BC V8R 1H8

Dear Ms. Adams:

It was a pleasure meeting you and the Islands Trust Executive Committee at the November 3<sup>rd</sup> meeting with Minister Fassbender. I also congratulate you on your upcoming retirement plans.

I am writing to follow up on the readiness of the Islands Trust Council to articulate its perspective on how the Islands Trust could adapt to the incorporation of Salt Spring, should that come to pass. As you are aware, the study committee released the preliminary report on October 30 and has scheduled two open houses in November to begin the community discussion on the impacts of island incorporation. The Ministry and committee anticipate that the Salt Spring Island community will be interested in knowing that the Islands Trust is working on an adaptation plan.

During the previous incorporation study in 2002, the Salt Spring Island community and general public were interested in knowing how the Islands Trust would adapt and remain fiscally viable if Salt Spring Island incorporated. In establishing the current incorporation study process, the Ministry has been careful to instruct the study committee and the public to avoid speculative assessments of the impacts on the Islands Trust, either corporately or on other local trust areas. These impacts could only be determined based on adaptation decisions made by the Trust Council. Should the Trust Council have principles or objectives that would guide its approach to mitigation, this point in the study process would be an opportune time to share them with Islands Trust residents via a communications strategy.

The Islands Trust Impact Analysis established a factual starting point for the Islands Trust to make adaptation decisions, as it quantified the impact of a possible Salt Spring Island incorporation. As you are aware, the Impact Analysis also flagged the excess of tax revenues over local planning expenditures on Salt Spring. On that basis, I could imagine that the Trust Council might see the need to examine how to adapt or adjust even if local voters do not support incorporation.

.../2

Thank you for providing a draft copy of the initial adaptation strategy. It is good to see the work that has been undertaken on this initiative to date, and I have passed that document along to Ministry staff so that they can offer you comment, in the hopes that will be helpful as you work to finalize the document. During the November 3<sup>rd</sup> meeting, the Islands Trust requested additional planning funds to complete the adaption strategy. Nicola Marotz and/or Marijke Edmondson will be in touch to discuss this request further.

I would reiterate that it is important for the Salt Spring Island study committee and the general public to understand now the timing and nature of the decisions that Trust Council anticipates addressing in such an adaptation strategy. Therefore, I am hopeful that the Trust Council will be in a position to articulate its perspective on adaptation approaches or principles by the end of this calendar year. Having a completed adaptation strategy prior to completion of the incorporation study in 2016 would be important to ensuring full information is available during public discussion on the impacts of island incorporation.

I understand that the next Trust Council meeting will be held in Victoria in December, and I would be happy to attend to further discuss the development of an Islands Trust adaptation strategy, if that would be of assistance. Please contact myself or my assistant, Ana Andrade ([Ana.Andrade@gov.bc.ca](mailto:Ana.Andrade@gov.bc.ca)) to coordinate.

I appreciated the opportunity to meet you and I look forward to receiving your reply.

Sincerely,



Tara Faganello  
Assistant Deputy Minister



# ADAPTATION STRATEGY<sup>1</sup>

## DRAFT PRINCIPLES AND OBJECTIVES

REGARDING THE POTENTIAL INCORPORATION OF SALT SPRING ISLAND

### PRINCIPLES FOR ADAPTATION<sup>2</sup>

- The Islands Trust Council is committed to effective and sustainable delivery of its provincially legislated mandate throughout the Islands Trust Area, with the assistance, cooperation and collaboration of many stakeholders, including local trust committees and island municipalities.
- The Islands Trust Council respects the autonomy of island communities to investigate and decide about municipal incorporation, as provided for in the *Islands Trust Act*.
- The Islands Trust Council is responsible for deciding how the Islands Trust will adapt its expenditures and revenues, should the Salt Spring Island community vote in favour of incorporation.
- The Islands Trust Council strives to establish an effective and sustainable balance between any changes to the delivery of its services and any changes to property taxation levels.

### PRINCIPLES FOR THE ADAPTATION PROCESS

- Should it need to adapt to the incorporation of Salt Spring Island, the Islands Trust Council will:
  - develop a detailed Adaptation Strategy to ensure its successful adaptation to the new circumstances by the end of the 'Adaptation Phase'<sup>3</sup>.
  - focus on innovative, creative and well-planned methods of adaptation.
  - consult with the public before making significant changes to current service levels or property taxes.

### OBJECTIVES OF ADAPTATION

#### OBJECTIVES FOR SERVICE LEVELS AND QUALITY

- To continue to meet the statutory responsibilities of all Islands Trust bodies.

<sup>1</sup> A strategy for the Islands Trust to adapt to the potential incorporation of Salt Spring Island in 2016

<sup>2</sup> Principle: a fundamental truth or assumption

<sup>3</sup> the 3-year period after incorporation when revenues from Salt Spring Island will remain at pre-incorporation levels

- To maintain a high standard of community land use planning, regulation and development management, to unincorporated islands in the Islands Trust Area.
- To maintain a high standard of advocacy, communications, policy development and management and inter-governmental liaison on behalf of the entire Islands Trust Area.
- To maintain a high standard of administrative services, including financial management, information technology and human resource management.
- To maintain a high standard of corporate and legislative services, including strategic planning, policy and procedural certainty, records management and elections administration.
- To maintain effective and sustainable operations of the Island Trust Fund.

## OBJECTIVES FOR COLLABORATION WITH ISLAND MUNICIPALITIES

- To provide effective and efficient services to islands municipalities within the Islands Trust Area.
- To maintain a positive, effective and sustainable relationship with island municipalities within the Islands Trust Area and:<sup>4</sup>
  - To strive for an orderly transition of governance
  - To respect each other's jurisdiction with a commitment to promoting a spirit of mutual understanding and respect
  - To foster open and direct dialogue about each others' directions or concerns.
  - To recognize each others' resource limitations and the benefits of working together
  - To reflect both island community interests and the provincial mandate associated with the *Islands Trust Act*, *Local Government Act* and *Community Charter*.
  - To share information in a manner consistent with legislative or legal requirements.

## OBJECTIVES FOR COST EFFECTIVENESS AND RESILIENCE

- To minimize the impacts of adaptation on taxpayers, by continuously seeking to improve organizational cost effectiveness and resilience.<sup>5</sup>

## OBJECTIVES FOR HUMAN RESOURCES

- To maximize attraction and retention of staff during and after the Adaptation Phase by:
  - Ensuring staff are consulted about opportunities for adaptation.
  - Maximizing staff certainty about expected organizational changes, through effective communication and engagement.
  - Supporting the transition of staff members on the current Salt Spring Island team to new employment positions.
  - Supporting development of a Staffing Transition Plan that minimizes the impacts on staff whose positions are affected by the Adaptation Strategy (e.g. use of short-term employment contracts and attrition to reduce staff positions).

<sup>4</sup> Most of the objectives in this section are based on the existing protocol agreement between the Islands Trust Council and Bowen Island Municipality

<sup>5</sup> This is related to an objective in the Islands Trust Council's Strategic Plan

# DIRECTOR OF ADMINISTRATIVE SERVICES 2015-2016 THIRD QUARTER REPORT

Date: 18/11/2015

| COMPLETED SINCE LAST REPORT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | PLANNED FOR NEXT QUARTER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Trust Council, Executive Committee, Financial Planning Committee</b></p> <ul style="list-style-type: none"> <li>October 21 and November 18, 2015 Financial Planning Committee meeting</li> <li>Draft 2016/17 budget provided for FPC's review and recommendations to Trust Council in December</li> <li>Initiated external Information Systems review with KPMG.</li> <li>Distributed 2016/17 budget timelines, draft budget assumptions and principles and budget materials for Local Trust Committees</li> <li>Supported Select Committee to review the location of the Victoria office as needed</li> </ul>                              | <p><b>Trust Council, Executive Committee, Financial Planning Committee</b></p> <ul style="list-style-type: none"> <li>FPC meetings January 19 and March 2, 2016</li> <li>Complete 2014/15 Allocated Financial Statements for March Trust Council</li> <li>Complete 2016/17 budget and related Financial Plan and Borrowing Anticipation Bylaws for Trust Council approval and forwarding to Ministry for approval</li> <li>Support development of Adaptation Strategy as needed</li> <li>Support KPMG in completion of the Information Systems review and present to Financial Planning Committee's January meeting</li> <li>Complete public consultation process for 2016/17 Budget</li> </ul> |
| <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>Staff meeting in Duncan September 30, 2015</li> <li>Completed several hiring processes</li> <li>Finance Officer attended Municipal Administrator's Training Institute course on Leadership</li> <li>Completed Essential Training procedure for staff (incorporated into the Performance Management and Development Procedure)</li> <li>Held monthly OHS Committee meetings; organized Great Shake Out Participation and EarthQuake preparedness presentation to staff; and held flu clinics for staff</li> <li>Organized Health &amp; Wellbeing webinar for staff</li> </ul> | <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>Develop training for managers on hiring processes, time reporting and leave management and labor relations</li> <li>Review HR policies in operations manual</li> <li>Staff Meeting and Christmas Party December 16, 2015</li> <li>Provide orientation and tools to guide the completion of the 2015 Performance Review process</li> <li>Continued support of the OHS program</li> </ul>                                                                                                                                                                                                                                    |
| <p><b>Financial Management and Payroll</b></p> <ul style="list-style-type: none"> <li>Completed implementation of Time Leave and Absence Management (TLAM) Project</li> <li>Completed 2<sup>nd</sup> Quarter 2015/16 Financial Results</li> <li>Completed briefing to Trust Council on 2015/16 Forecast (based on 2<sup>nd</sup> Q results)</li> <li>Met with banking representatives to complete the 2015/16 Banking Services Agreement</li> </ul>                                                                                                                                                                                               | <p><b>Financial Management and Payroll</b></p> <ul style="list-style-type: none"> <li>Complete 3<sup>rd</sup> Quarter 2015/16 Financial Results</li> <li>Review Finance policies in operations manual</li> <li>Complete 2015 T-4's for Trustees</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                      |

|                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Information Systems</b></p> <ul style="list-style-type: none"> <li>• Implemented Phase 1 of New Phone System in Victoria Office</li> <li>• Completed Applications Review Project including migration to new system</li> <li>• Completed upgrade to Exchange Server</li> </ul> | <p><b>Information Systems</b></p> <ul style="list-style-type: none"> <li>• Complete review of timekeeping system</li> <li>• Complete After Action Review of eSCRIBE implementation</li> </ul>                                                                                                                                                        |
| <p><b>General</b></p> <ul style="list-style-type: none"> <li>• Continued participation on Operations Manual Review Project</li> <li>• Completed Administrative Services Group training on Privacy and Information Sharing</li> </ul>                                                | <p><b>General</b></p> <ul style="list-style-type: none"> <li>• Continued participation on Operations Manual Review Project</li> <li>• Assist with orientation of new Chief Administrative Officer</li> <li>• Complete 2015 Carbon Inventory calculations and purchase carbon offset purchases as per the Carbon Neutral Operations Policy</li> </ul> |

## FINANCIAL PLANNING COMMITTEE REPORT

To: Trust Council

Date: November 18, 2015

### WORK PROGRAM

#### 1. First Draft of the 2016/17 Budget

##### Current

Reviewed Draft Assumptions and Principles at FPC meetings August 26, 2015 and October 21, 2015.

Reviewed first draft of proposed budget at FPC meetings October 21 and November 18, 2015 meetings.

##### Planned

First draft of proposed Budget to December 2015 Trust Council.

Review public consultation documents from Communications in January 2016 and seek public input in February 2016.

#### 2. Complete the 2014/15 Forecast

##### Current

Review 2015/16 Forecast at FPC November 18, 2015 meeting.

##### Planned

Forward briefing to Trust Council's December 2015 meeting.

#### 3. Complete the 2014/15 Financial Statements Allocated to LTCs

##### Current

Review 2014/15 Financial Statements allocated to LTCs at FPC November 18, 2015 meeting.

##### Planned

Review presentation with Chair Grove and Vice-Chair Morse.

Forward briefing to Trust Council's March 2016 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 2014/2015. 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 October 21 and November 18, 2015. The next meeting of the Financial Planning Committee is proposed to be held January 19, 2016. The Committee's financial resources are sufficient at this time.

Cindy Shelest  
Designate Staff

Peter Grove  
Chair

## REQUEST FOR DECISION

**To:** Trust Council

**For the Meeting of:** October 21, 2015

**From:** Financial Planning Committee

**File No:** Quarterly Reports

**SUBJECT:** SEPTEMBER 30, 2015 QUARTERLY FINANCIAL REPORT

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### RECOMMENDATION:

**That the Islands Trust Council approve the September 30, 2015 Quarterly Financial Report as presented.**

**CHIEF ADMINISTRATION OFFICER COMMENTS:** The financial report reflects that Islands Trust is generally following the financial plan for 2015/16.

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### IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:** There are no organizational implications to the recommendation.

**FINANCIAL:** Expenditures to September 30, 2015 are within approved budgets.

**POLICY:** There are no implications for existing policy.

**IMPLEMENTATION/COMMUNICATIONS:** Managers and Directors will receive ongoing reports throughout the year.

**OTHER:** None.

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### BACKGROUND

Islands Trust Policy 2.3. iii Financial Planning Committee Terms of Reference requires the Financial Planning Committee to report to Trust Council regarding the organization's financial management practices.

**REPORT/DOCUMENT:** The Islands Trust Statement of Net Financial Position (Balance Sheet) and Consolidated Statement of Revenue and Expenditures to September 30, 2015 are attached.

### **KEY ISSUE(S)/CONCEPT(S):**

#### **Statement of Net Financial Position (September 30, 2015 compared to March 31, 2015)**

For the most part (unless otherwise identified) differences are due to timing of expenditures, receipt of revenues and reversal of accruals following fiscal year end. Results for September 30, 2014 are also provided for year over year comparison.

## **Consolidated Statement of Revenue and Expenditure**

The benchmark for revenues and expenditures after six months (second quarter completion) of operations is 50% of the annual budget. The revenue and expense areas that vary significantly from the 50% benchmark include:

### **Revenue:**

- Fees and Sales total includes \$48,474.00 of receipts (45% of the Fees and Sales annual budget) offset by \$1,232.00 in refunds.
- The general property tax requisition, special property tax requisition, and the Bowen island property tax requisition were all received in the second quarter.
- Investment income is lower during the first half of the year as investments are used to fund operations in the first half of the year while we wait for the general property tax requisition. Investment income will increase over the remaining months as we realize larger returns on the invested amount of the general property tax received at the end of July.
- Other revenues totaling \$53,703 are made up of the following:
  - \$225.00 in Bylaw Enforcement fines collected
  - \$45,154.98 in grant revenue to fund the Lasqueti community integrated energy project
  - \$8,323.41 in grant revenue to fund the Salt Spring Island Water Protection Authority structured decision making process.

### **Expenses:**

#### Council

- Trust Council expenditures are higher than budget due to cost for chair training and CAO hiring committee expenditures that were not budgeted for.
- Executive and Council Committee expenditures are higher than budget due to Executive Committee members are further away from Head Office than the previous Committee members (budget was based on previous year expenditures). Also due to the timing of Executive Committee Training & Conferences Fees and Travel for Training that occurred in the first half of the fiscal year.
- Trust Area Services expenditures are lower than budget due to \$50,000 projects funded by grant budget located here where expenditures for the majority of grant funded project are located under the Local Planning Services projects area.

#### Local Planning Services

- Local Trust Committee expenditures are higher than budget due to litigation and defense legal costs that are higher than budget.
- Projects appear to be overspent due to expenditures on projects covered by grants where the budget for grant expenditure is in Trust Area Services.
- Budgets for those projects that don't include expenditures covered by grants are 40% spent to September 30/15.
- Planning Staff expenditures are lower than budget due to staff vacancies in the first half of the fiscal year.
- LPS Facilities expenditures are lower than budget due to office rent budget for Gabriola that was higher than necessary due to anticipating a possible move of the office.

#### Trust Fund

- Board expenses are lower than budget due to the timing of meetings which will occur later in the fiscal year.
- Operations expenses are lower than budget due to flexible working arrangements for staff.

- Property Management expenses are higher than budget due to the timing of the property covenant monitoring costs which occur in late spring.

#### Administration

- CAO Office expenditures are lower than budget due to staff vacancy and unspent contingency funds.
- Finance, Human Resources and Administrative Services are slightly higher than anticipated due to project costs and staff overtime to complete projects that were undertaken early in the year eg: time leave and absence management and cold fusion application replacement.
- Office Operations expenditures are slightly lower than anticipated due to unspent funds for audit and contingency.
- Computer/Furniture & Equipment Purchases are lower than budget due a \$50,000 budget item for the potential relocation of the Victoria office. This move will not be occurring during this fiscal year, however, a portion of the funds may be used to fund the Select Committee to review the Victoria Office location during this fiscal.

#### **FINANCIAL PROJECTIONS TO MARCH 31, 2016 FISCAL YEAR END**

A detailed forecast will be completed based on the second quarter results for review by the Financial Planning Committee at their November 18, 2015 meeting.

**RELEVANT POLICY:** Bylaw No. 159, Islands Trust Financial Plan Bylaw 2015/16.

**DESIRED OUTCOME:** Approval of the September 30, 2015 quarterly financial report.

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#### **RESPONSE OPTIONS**

##### **Recommended:**

That Trust Council approve the September 30, 2015 quarterly financial statements.

##### **Alternative:**

None identified.

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|                     |                                           |                         |
|---------------------|-------------------------------------------|-------------------------|
| <b>Prepared By:</b> | Nancy Roggers, Finance Officer            | <b>October 13, 2015</b> |
| <b>Reviewed By:</b> | Cindy Shelest, Director of Admin Services | October 14, 2015        |
|                     | Linda Adams, Chief Administrative Officer | October 14, 2015        |
|                     | Financial Planning Committee              | October 21, 2015        |

**Islands Trust**  
**Statement of Net Financial Position**  
**September 30, 2015**

|                                        | Sep 30<br>2015   | Sept 30<br>2014  | Mar 31<br>2015   |
|----------------------------------------|------------------|------------------|------------------|
| <b>Financial Assets</b>                |                  |                  |                  |
| Cash & Short-term Investments          | 6,971,741        | 6,878,755        | 3,762,103        |
| Accounts Receivable                    | 60,520           | 50,838           | 86,541           |
| Due (to) from TFB                      | (302)            | 3,924            | (158)            |
| Total Financial Assets                 | 7,031,959        | 6,933,517        | 3,848,486        |
| <b>Liabilities</b>                     |                  |                  |                  |
| Wages & benefits payable               | 895,066          | 937,624          | 940,705          |
| Accounts payable & accrued liabilities | 272,912          | 242,778          | 378,584          |
| Development Application Deposits       | 29,038           | 29,038           | 29,038           |
| Deferred Revenue                       | 52,025           | 60,101           | 53,349           |
| Employee Benefit Obligations           | 81,224           | 94,538           | 81,224           |
| Capital Lease Obligations              | 49,870           | 46,275           | 46,475           |
| Cost Recovery Deposits                 | 650              | 6,713            | 3,439            |
| Total Liabilities                      | 1,380,785        | 1,417,067        | 1,532,813        |
| <b>Net financial assets</b>            | <b>5,651,173</b> | <b>5,516,450</b> | <b>2,315,674</b> |
| <b>Non-Financial Assets:</b>           |                  |                  |                  |
| Tangible Capital Assets                | 86,529           | 88,350           | 91,605           |
| Prepaid Expenses                       | 73,718           | 63,278           | 59,190           |
| Total Non-Financial Assets             | 160,248          | 151,627          | 150,795          |
| <b>General Revenue Surplus Fund</b>    | <b>5,811,421</b> | <b>5,668,077</b> | <b>2,466,469</b> |

| Islands Trust                              |         |                                  |                  |            |               |             |
|--------------------------------------------|---------|----------------------------------|------------------|------------|---------------|-------------|
| Statement of Revenue and Expenditure       |         |                                  |                  |            |               |             |
| For The 6 Months Ending September 30, 2015 |         |                                  |                  |            |               |             |
|                                            |         |                                  |                  |            |               |             |
|                                            |         |                                  | Prior YTD Actual | YTD Actual | Annual Budget | % of Budget |
|                                            |         | Description                      |                  |            |               |             |
| Revenue:                                   |         |                                  |                  |            |               |             |
|                                            |         | Fees & Sales                     | 23,549           | 47,242     | 110,000       | 43%         |
|                                            |         | Provincial Grant                 | 119,122          | 123,052    | 180,000       | 68%         |
|                                            |         | Property Tax Levy General        | 6,126,685        | 6,187,953  | 6,187,953     | 100%        |
|                                            |         | Special Property Tax Requisition | 110,000          | 119,500    | 119,500       | 100%        |
|                                            |         | Property Tax Levy Bowen          | 214,654          | 213,766    | 213,766       | 100%        |
|                                            |         | Investment Income                | 23,837           | 19,526     | 50,000        | 39%         |
|                                            |         | Other Revenues                   | 9,428            | 53,703     | 50,000        | 107%        |
|                                            |         |                                  |                  |            |               |             |
| Total Revenue                              |         |                                  | 6,627,275        | 6,764,742  | 6,911,219     | 98%         |
| Expenses                                   |         |                                  |                  |            |               |             |
|                                            | Council |                                  |                  |            |               |             |
|                                            |         | Trust Council                    | 134,138          | 142,022    | 267,500       | 53%         |
|                                            |         | Executive and Council Committees | 54,171           | 74,368     | 113,500       | 66%         |
|                                            |         | Trust Area Services              | 192,014          | 178,003    | 424,445       | 42%         |
|                                            |         | General Admin Allocation - 16%   | 124,249          | 117,225    | 229,522       | 51%         |
|                                            |         |                                  |                  |            |               |             |
| Total Council Expenses                     |         |                                  | 504,570          | 511,618    | 1,034,967     | 53%         |
|                                            |         |                                  |                  |            |               |             |
|                                            |         | Local Planning Services          |                  |            |               |             |
|                                            |         |                                  |                  |            |               |             |
|                                            |         | Local Trust Committees           | 351,832          | 384,157    | 724,999       | 53%         |
|                                            |         | Projects                         | 69,790           | 154,158    | 255,250       | 60%         |
|                                            |         | Planning Staff                   | 1,119,790        | 1,070,778  | 2,407,302     | 44%         |
|                                            |         | LPS Facilities                   | 170,062          | 162,874    | 388,130       | 42%         |
|                                            |         | Mapping Services                 | 140,845          | 134,461    | 262,924       | 51%         |
|                                            |         | Bylaw Enforcement                | 140,121          | 147,189    | 277,502       | 53%         |
|                                            |         |                                  |                  |            |               |             |
|                                            |         | General Admin Allocation - 75%   | 582,415          | 549,491    | 1,229,932     | 45%         |
|                                            |         |                                  |                  |            |               |             |
| Total Local Planning Services Expenses     |         |                                  | 2,574,856        | 2,603,108  | 5,546,039     | 46%         |
|                                            |         |                                  |                  |            |               |             |

|  |                      |                                                              | Prior YTD<br>Actual | YTD<br>Actual    | Annual<br>Budget | % of<br>Budget |
|--|----------------------|--------------------------------------------------------------|---------------------|------------------|------------------|----------------|
|  |                      | Description                                                  |                     |                  |                  |                |
|  | <b>Trust Fund</b>    |                                                              |                     |                  |                  |                |
|  |                      | Board                                                        | 7,828               | 8,383            | 20,000           | 42%            |
|  |                      | Operations                                                   | 190,333             | 183,978          | 426,092          | 43%            |
|  |                      | Property Management                                          | 36,796              | 46,763           | 78,000           | 60%            |
|  |                      | General Admin Allocation - 9%                                | 69,890              | 65,939           | 149,347          | 44%            |
|  |                      | <b>Total Trust Fund Expenses</b>                             | <b>304,847</b>      | <b>305,063</b>   | <b>673,439</b>   | <b>45%</b>     |
|  | <b>General Admin</b> |                                                              |                     |                  |                  |                |
|  |                      | CAO Office                                                   | 159,597             | 126,148          | 325,650          | 39%            |
|  |                      | Financial, HR and Admin Services                             | 333,072             | 329,163          | 642,431          | 52%            |
|  |                      | Office Operations                                            | 192,765             | 211,362          | 455,720          | 46%            |
|  |                      | Computer/Furniture & Equipment Purchases                     | 64,148              | 48,651           | 120,000          | 41%            |
|  |                      | Amortization Expense                                         | 26,972              | 17,331           | 65,000           | 27%            |
|  |                      | General Admin Recovery                                       | (776,554)           | (732,654)        | (1,608,801)      | 45%            |
|  |                      | <b>Total General Admin Expenses</b>                          | <b>0</b>            | <b>0</b>         | <b>0</b>         | <b>0%</b>      |
|  |                      | <b>Less Non-Cash Expenditures - Amortization</b>             |                     |                  | (65,000)         |                |
|  |                      | <b>Transfer from General Revenue Surplus Fund</b>            |                     |                  | (278,226)        |                |
|  |                      | <b>Total Expenses</b>                                        | <b>3,384,273</b>    | <b>3,419,790</b> | <b>6,911,219</b> | <b>49%</b>     |
|  |                      | <b>Surplus (Deficit) to date</b>                             | <b>3,243,002</b>    | <b>3,344,952</b> | <b>0</b>         |                |
|  |                      | <b>General Revenue Surplus Fund, beginning of the period</b> | <b>2,425,077</b>    | <b>2,466,469</b> |                  |                |
|  |                      | <b>General Revenue Surplus Fund, end of the period</b>       | <b>5,668,079</b>    | <b>5,811,421</b> |                  |                |

**To:** Financial Planning Committee

**For the Meeting of:** November 18, 2015

**From:** Cindy Shelest, Director  
Administrative Services

**File No.:** 2015-16 Forecast

**SUBJECT: FINANCIAL FORECAST FOR MARCH 31, 2016 YEAR END, UPDATED WITH  
SEPTEMBER 2015 ACTUAL RESULTS**

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### DESCRIPTION OF ISSUE:

The fiscal year ending March 31, 2016 was balanced with a transfer from the General Revenue Fund Surplus of \$278,226. The year-end financial results for March 31, 2015 have been forecasted based on actual results to September 30, 2015 plus estimates to the end of the fiscal year. Based on this review the transfer from General Revenue Fund Surplus is now estimated to be \$284,923. There is a nominal increase of \$6,067 as outlined below.

### BACKGROUND:

Revenue and expenditures that contribute to the increased requirement for transfer from General Revenue Fund Surplus include:

#### Revenue:

A total decrease from budget of \$6,297 due primarily to:

- A decrease in interest income earned, reflecting current market rates and lower interest returns than anticipated.
- Higher grant revenues than estimated.

#### Expenditures:

Total forecasted expenditures are lower than budget by a net of \$229. Some of the more significant items to note are:

- Salaries and benefits have been forecast at original estimates. Although there have been vacancies and turnover of staff in Planning and the Executive office, these are offset by increased use of contractors and potential and confirmed reclassifications of some positions (ie. Bylaw Enforcement Officers and Chief Administrative Officer position).
- Meeting expense for Trust Council, Local Trust Committees and the Executive Committee are all trending higher than the budget for the year. This is being considered as a permanent and on-going increase for the term of this Trust Council.
- There has been an adjustment to Office Rent for an incorrect estimate in the 2015/16 budget.
- Projects are expected to trend well against current budget.

- A \$50,000 project item for a potential office move has been allocated in part to the Select Committee to review the Victoria Office Location (\$10,000) and a request will be forwarded to Financial Planning Committee to fund another \$10,000 project. It is anticipated that the balance of \$30,000 will not be spent during 2015/16.
- Estimated relocation costs for the new Chief Administrative Officer have been included in the forecast.
- The line item for Trustee Training and Conferences (Forecast of \$8,500) was not budgeted and has been corrected in this forecast.
- Trustee benefits expense has been reduced to reflect the actual benefits that the new Trust Council selected at the beginning of their term.
- Other variances are not significant in nature.

**CONCLUSIONS:**

Based on the forecast results, the March 31, 2016 transfer from General Revenue Fund Surplus is forecast to be \$284,923 instead of the \$278,226 that was budgeted, an increase of \$6,067.

**ATTACHMENT(S):**

Financial Forecast detail for 2015/16 fiscal year.

**AVAILABLE OPTIONS:** No other options identified.

**FOLLOW-UP:** Forward to Trust Council.

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**Prepared By:** Cindy Shelest, Director Administrative Services

**Reviewed By:** Linda Adams, Chief Administration Officer  
Financial Planning Committee

**Date:** November 18, 2015

| <i><b>Islands Trust</b></i>                |                                   |                  |                  |                  |  |                |
|--------------------------------------------|-----------------------------------|------------------|------------------|------------------|--|----------------|
| 2015/16 Forecast Based on                  |                                   |                  |                  |                  |  |                |
| Year-to-Date Actuals to September 30, 2015 |                                   |                  |                  |                  |  |                |
|                                            |                                   |                  |                  |                  |  | Forecast       |
|                                            |                                   | Annual           | YTD              | Forecast         |  | Higher (Lower) |
| Acct #                                     | Description                       | Budget           | Actual           | 2015/16          |  | Than Budget    |
|                                            |                                   |                  |                  |                  |  |                |
| <b>Revenue:</b>                            |                                   |                  |                  |                  |  |                |
| 40XXX                                      | Fees & Sales                      | 110,000          | 47,242           | 110,000          |  | 0              |
| 45000                                      | Provincial Grant                  | 180,000          | 123,052          | 180,000          |  | 0              |
| 46000                                      | Property Tax Levy General         | 6,187,953        | 6,187,953        | 6,187,953        |  | 0              |
| 46100                                      | Property Tax Levy Bowen           | 213,766          | 213,766          | 213,766          |  | 0              |
| 46200                                      | Special Levy Property Tax         | 119,500          | 119,500          | 119,500          |  | 0              |
| 48000                                      | Interest Income                   | 50,000           | 19,526           | 40,000           |  | (10,000)       |
| 49000                                      | Other Income "General"            | 0                | 225              | 225              |  | 225            |
| 49001                                      | Grant Income                      | 50,000           | 53,478           | 53,478           |  | 3,478          |
| <b>Total Revenue</b>                       |                                   | <b>6,911,219</b> | <b>6,764,742</b> | <b>6,904,922</b> |  | <b>(6,297)</b> |
|                                            |                                   |                  |                  |                  |  |                |
| 50900                                      | Amortization Expense              | 65,000           | 17,331           | 65,000           |  | 0              |
| 50950                                      | Applications sponsored by Exec C  | 5,000            | 9,350            | 5,000            |  | 0              |
| 51000                                      | Audit                             | 35,000           | (7,000)          | 35,000           |  | 0              |
| 51500                                      | Bank Charges & Interest           | 4,000            | 2,953            | 4,000            |  | 0              |
| 52500                                      | Board of Variance                 | 1,500            | 915              | 1,500            |  | 0              |
| 53500                                      | Carbon Offset Purchases           | 2,000            | (70)             | 2,000            |  | 0              |
| 54000                                      | Committee Expense FPC             | 7,000            | 1,829            | 7,000            |  | 0              |
| 54100                                      | Committee Expense LPC             | 3,000            | 994              | 3,000            |  | 0              |
| 54200                                      | Committee Expense TPC             | 3,000            | 1,340            | 4,000            |  | 1,000          |
| 54500                                      | Communications                    | 28,000           | 7,410            | 28,000           |  | 0              |
| 55105                                      | Computer H/W & S/W renewal o      | 20,000           | 23,832           | 20,000           |  | 0              |
| 55200                                      | Computer "Internet Charges"       | 45,750           | 22,931           | 45,750           |  | 0              |
| 55400                                      | Computer "Non Capital H/W & S     | 8,000            | 4,907            | 8,000            |  | 0              |
| 55500                                      | Computer "Tech Support"           | 40,000           | 24,880           | 40,000           |  | 0              |
| 55600                                      | Computer "Trustee Hardware &      | 12,420           | 6,699            | 12,420           |  | 0              |
| 56000                                      | Contingency                       | 15,000           | 0                | 15,000           |  | 0              |
| 56500                                      | Contract Services                 | 137,500          | 58,632           | 137,500          |  | 0              |
| 58000                                      | Equipment Leases Supplies & Ma    | 20,000           | 7,095            | 20,000           |  | 0              |
| 60000                                      | Insurance                         | 95,000           | 47,170           | 95,000           |  | 0              |
| 61100                                      | ITF "Board Honoraria"             | 8,000            | 3,000            | 8,000            |  | 0              |
| 61200                                      | ITF "Board Meeting Expense"       | 10,000           | 5,383            | 10,000           |  | 0              |
| 61210                                      | ITF "Board Training & Conference  | 2,000            | 0                | 0                |  | (2,000)        |
| 61300                                      | ITF "Property Management"         | 60,000           | 44,729           | 60,000           |  | 0              |
| 61500                                      | ITF "Covenants & Acquisitions"    | 18,000           | 2,034            | 18,000           |  | 0              |
| 62000                                      | Land Title Registrations          | 3,000            | 1,324            | 3,000            |  | 0              |
| 63000                                      | Legal "General"                   | 60,000           | 20,547           | 60,000           |  | 0              |
| 63100                                      | Legal "Bylaw Enforcement Litigat  | 135,000          | 55,878           | 135,000          |  | 0              |
| 63200                                      | Legal "Litigation Defence"        | 60,000           | 75,528           | 60,000           |  | 0              |
| 65000                                      | LTC Trustee Expenses              | 15,000           | 3,343            | 15,000           |  | 0              |
| 65050                                      | LTC "Executive Expense on LTC's"  | 25,000           | 11,211           | 25,000           |  | 0              |
| 65200                                      | LTC Local Exp LTC Meeting Exper   | 30,000           | 19,795           | 40,000           |  | 10,000         |
| 65210                                      | LTC Local Exp APC Meeting Exper   | 9,000            | 3,590            | 8,000            |  | (1,000)        |
| 65220                                      | LTC Local Exp Communications      | 5,000            | 1,423            | 6,000            |  | 1,000          |
| 65230                                      | LTC Local Exp Special Projects    | 15,000           | 2,852            | 12,000           |  | (3,000)        |
| 66100                                      | Mapping " BCAA Updates"           | 1,500            | 0                | 1,500            |  | 0              |
| 66200                                      | Mapping " GIS Software & Consu    | 70,000           | 28,718           | 70,000           |  | 0              |
| 66300                                      | Mapping " Sales Inventory"        | 0                | 171              | 171              |  | 171            |
| 67000                                      | Meeting Expense                   | 96,300           | 58,485           | 120,000          |  | 23,700         |
| 67500                                      | Memberships                       | 17,500           | 2,247            | 17,500           |  | 0              |
| 68100                                      | Notices Statutory & Non Statutor  | 18,000           | 6,537            | 18,000           |  | 0              |
| 69000                                      | Office Rent                       | 394,100          | 185,427          | 375,000          |  | (19,100)       |
| 69005                                      | Office Services                   | 47,660           | 19,272           | 47,660           |  | 0              |
| 69250                                      | Office Non Capital Furniture & Ec | 1,500            | 587              | 1,500            |  | 0              |

| <b>Islands Trust</b>                              |                                   |                  |                  |                  |                       |
|---------------------------------------------------|-----------------------------------|------------------|------------------|------------------|-----------------------|
| <b>2015/16 Forecast Based on</b>                  |                                   |                  |                  |                  |                       |
| <b>Year-to-Date Actuals to September 30, 2015</b> |                                   |                  |                  |                  |                       |
|                                                   |                                   |                  |                  |                  | <b>Forecast</b>       |
|                                                   |                                   | <b>Annual</b>    | <b>YTD</b>       | <b>Forecast</b>  | <b>Higher (Lower)</b> |
| <b>Acct #</b>                                     | <b>Description</b>                | <b>Budget</b>    | <b>Actual</b>    | <b>2015/16</b>   | <b>Than Budget</b>    |
|                                                   |                                   |                  |                  |                  |                       |
| 70000                                             | Postage & Courier                 | 13,500           | 4,620            | 13,500           | 0                     |
| 73001                                             | Projects - ALL                    | 355,250          | 169,329          | 355,250          | 0                     |
| 74000                                             | Recruitment                       | 5,000            | 6,778            | 30,000           | 25,000                |
| 74900                                             | Safety                            | 5,000            | 1,824            | 5,000            | 0                     |
| 75100                                             | Sal & Ben "Salaries Admin Staff"  | 1,673,619        | 793,082          | 1,673,619        | 0                     |
| 75110                                             | Sal & Ben "Benefits Admin Staff"  | 418,405          | 193,783          | 418,405          | 0                     |
| 76100                                             | Sal & Ben "Salaries Planners & R  | 1,156,579        | 530,516          | 1,156,579        | 0                     |
| 76110                                             | Sal & Ben "Benefits Planners & R  | 295,847          | 129,785          | 295,847          | 0                     |
| 77100                                             | Sal & Ben "Salaries Planning Supp | 367,245          | 161,338          | 367,245          | 0                     |
| 77110                                             | Sal & Ben "Benefits Planning Sup  | 91,812           | 38,945           | 91,812           | 0                     |
| 78100                                             | Sal & Ben "Salaries Bylaw"        | 202,402          | 104,305          | 202,402          | 0                     |
| 78110                                             | Sal & Ben "Benefits Bylaw"        | 50,600           | 25,542           | 50,600           | 0                     |
| 79000                                             | Stationary & Supplies             | 18,000           | 5,819            | 18,000           | 0                     |
| 79500                                             | Subscriptions                     | 5,000            | 1,731            | 5,000            | 0                     |
| 80100                                             | Telephone "Lease"                 | 46,200           | 22,911           | 46,200           | 0                     |
| 80200                                             | Telephone "Toll Charges"          | 4,310            | 1,414            | 4,310            | 0                     |
| 80300                                             | Mobile Devices                    | 25,000           | 11,458           | 25,000           | 0                     |
| 80400                                             | Telephone "Web Conferencing"      | 1,500            | 889              | 1,500            | 0                     |
| 81100                                             | Training "Organization Wide"      | 8,000            | 0                | 8,000            | 0                     |
| 81200                                             | Staff Meetings & Recognition      | 12,000           | 6,682            | 12,000           | 0                     |
| 81210                                             | Educational Re Imbursement        | 7,000            | 0                | 0                | (7,000)               |
| 81300                                             | Training & Conferences            | 61,550           | 46,900           | 61,550           | 0                     |
| 81305                                             | Travel for Training               | 35,400           | 19,255           | 35,400           | 0                     |
| 81700                                             | Training & Conferences Trustees   | 0                | 3,112            | 8,500            | 8,500                 |
| 82300                                             | Travel                            | 81,500           | 44,124           | 81,500           | 0                     |
| 84100                                             | Trustee Remuneration              | 365,000          | 184,616          | 365,000          | 0                     |
| 84110                                             | Trustee Remuneration "CPP Expe    | 17,000           | 8,389            | 17,000           | 0                     |
| 84120                                             | Trustee Remuneration Health/De    | 54,996           | 22,222           | 54,996           | 0                     |
| 84130                                             | Trustee Remuneration MSP Bene     | 38,000           | 12,363           | 30,000           | (8,000)               |
| 84140                                             | Trustee Remuneration Pay In Lie   | 0                | 2,000            | 0                | 0                     |
| 84500                                             | Trustee Remuneration "Executiv    | 70,000           | 34,404           | 70,000           | 0                     |
| <b>Total Expenses not including Capital</b>       |                                   | <b>7,134,445</b> | <b>3,371,413</b> | <b>7,163,716</b> | <b>29,271</b>         |
|                                                   |                                   |                  |                  |                  |                       |
| <b>Capital</b>                                    |                                   |                  |                  |                  |                       |
| 55100                                             | Computer "Hardware and Softwa     | 45,000           | 45,497           | 45,500           | 500                   |
| 69100                                             | Office Non Captial Furniture & Ec | 15,000           | 2,879            | 15,000           | 0                     |
| 69500                                             | Office Renovations                | 10,000           | 0                | 10,000           | 0                     |
| 73001-83                                          | Office Move                       | 50,000           | 0                | 20,000           | (30,000)              |
|                                                   |                                   | <b>120,000</b>   | <b>48,376</b>    | <b>90,500</b>    | <b>(29,500)</b>       |
|                                                   |                                   |                  |                  |                  |                       |
| <b>Total Expenditures including Capital</b>       |                                   | <b>7,254,445</b> | <b>3,419,789</b> | <b>7,254,216</b> | <b>(229)</b>          |
|                                                   |                                   |                  |                  |                  |                       |
| Less Non-Cash Expenditures - Amortizat            |                                   | (65,000)         |                  | (65,000)         |                       |
| Transfer from General Revenue Surplus             |                                   | (278,226)        |                  | (284,293)        |                       |
|                                                   |                                   |                  |                  |                  |                       |
| <b>Surplus (Deficit)</b>                          |                                   | <b>0</b>         | <b>3,344,952</b> | <b>0</b>         | <b>(6,067)</b>        |
|                                                   |                                   |                  |                  |                  |                       |
|                                                   |                                   |                  |                  |                  |                       |

## DIRECTOR OF TRUST AREA SERVICES 2015-2016 THIRD QUARTER REPORT

Date: Nov. 19, 2015

| COMPLETED SINCE LAST REPORT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | PLANNED FOR NEXT QUARTER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1. <u>TRUST COUNCIL / TRUST PROGRAMS COMMITTEE</u></b></p> <ul style="list-style-type: none"> <li>• Sent three letters to delegates at Sept Trust Council</li> <li>• Prepared Trust Council session on the Policy Statement</li> <li>• Drafted amendments to policies about the Policy Statement and briefing re potential Policy Statement topic review process</li> <li>• Participated in Office Location Select Committee</li> <li>• Drafted project charter re research into water conservation tools and current regulatory environments</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>• Complete guidelines for gift exchange with First Nations</li> <li>• Research into water conservation tools and current regulatory environments</li> <li>• Develop advocacy session for March Trust Council</li> <li>• Refine amendments to policies about the Policy Statement and draft RFD for March Trust Council</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>2. <u>AGENCY LIAISON and ADVOCACY</u></b></p> <ul style="list-style-type: none"> <li>• Chair correspondence to: <ul style="list-style-type: none"> <li>○ Minister of Community, Sport and Cultural Development re introducing the Islands Trust</li> <li>○ Minister of Environment re proposed groundwater policies</li> <li>○ Central Coast Regional District re BC Ferries fare reduction request</li> <li>○ Select Standing Committee on Finance and Government re BC Ferries funding</li> <li>○ Prime Minister and Minister McKenna re COP21 Climate Change conference</li> <li>○ CDFCP Steering committee re support for CDFCP conservation strategy</li> <li>○ Federal Minister Tootoo re Glass Sponge Reef</li> <li>○ Trust Area MPs re Introducing the Islands Trust</li> <li>○ Minister Stone, thanking for meeting and invite to visit SSI and Thetis</li> </ul> </li> <li>• Managed referral from BC Hydro re: Wood pole test and treat program – Bowen Island.</li> <li>• Liaised with MCDSD staff re policy statement update</li> <li>• Provided eelgrass and forage fish data to National Environmental Emergencies Centre for use during oil spill response</li> <li>• Organized anchorage meeting for 24 participants</li> <li>• Supported EC meetings with ALC Chair and Minister of Transportation and Infrastructure</li> <li>• Attended Mayne Conservancy oil spill workshop</li> <li>• Attended Effective Spill Response in BC – 2016 and Beyond workshop</li> <li>• Participated in Regional Advisory Council on Oil Spill Response meetings</li> </ul> | <ul style="list-style-type: none"> <li>• Respond to letter from Aboriginal Aquaculture Association</li> <li>• Draft Legislative monitoring report</li> <li>• Negotiate amendments to agreements with the Ministry of Forests, Lands and Natural Resource Operations in partnership with Bowen Island Municipality.</li> <li>• Support for Pacific Pilotage Authority consultations re proposed anchorage near Gabriola Island</li> <li>• Collaborate with US partners and RFD on Particularly Sensitive Sea Area Designation request</li> <li>• Continued participation in Regional Advisory Council on Oil Spill Response meetings</li> <li>• Support for AVICC/UBCM resolution/session development as required</li> <li>• Draft Chair letter to FAC chairs asking for schedule changes as per minister's request</li> <li>• Draft Chair letter to Minister Stone, thanking for meeting and invite to visit SSI and Thetis</li> <li>• Draft Chair letter to CRD re fallow deer</li> </ul> |

### **3. COMMUNICATIONS**

- Issued four news releases
    - New CAO appointed
    - Bowen Island joins NAPTEP
    - Legality of Denman bylaw for Komas Bluff upheld
    - December council program
  - Completed design and distribution of 2014-2015 Annual Report
  - Provided communications support for adoption of Strategic Plan (September-October)
  - Prepared for EC and FPC for increased funding of budget communications
  - Provided key messages to Chair after release of Salt Spring Island incorporation preliminary report
  - Drafted RFD and liaised with consultants regarding media training for EC and senior staff
  - LPS:
    - Drafted Communications plan for DILTC regarding Komas Bluff
    - Delivered LPS Pro-D communications sessions
    - Communications support for release of St. Mary Lake Integrated Watershed Management Plan
    - Media training regarding dog sitting bylaw on Gabriola
    - Chair letter-to-editor regarding anchorage reporting by Gabriola Sounder
    - Communications support – draft response letter regarding Bylaw 198
    - Issues management regarding trustee –public exchange on Pender
    - Communications support (review) for Trustee Notebook articles
  - Twitter: 21 new followers (727) and 16 new tweets (596)
- Collaborate with other Salish Sea local governments to present session at Salish Sea conference
  - Implement approved budget consultation plan
  - Continue communications support for Salt Spring Incorporation study – adaptation strategy etc.
  - Continue to liaise with planner and designer to edit, format, design and produce Thetis LTC's "A Landowner's Guide to Protecting Shoreline Ecosystems"
  - Co-ordinate media training for Chair and Vice-Chairs
  - Host next communications advisory group meeting and implement style guide
  - Create searchable photo library / image bank
  - Update Communications Policy
  - Recommend social media policy and implications for EC review (monitoring, engaging, resource allocation).

## TRUST PROGRAMS COMMITTEE WORK PROGRAM REPORT

To: Islands Trust Council

Updated: November 16, 2016

### WORK PROGRAM

1. **AMEND CROWN LAND COOPERATION AGREEMENTS** (Strategic plan 8.1)
  - Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating six existing agreements into one.
2. **REVIEW THE ISLANDS TRUST POLICY STATEMENT** (Strategic plan 9.1)
  - Recommend amendments to policies about the Policy Statement
  - Propose changes to Trust Council's strategic plan (below in italics)
3. **PROTECT QUALITY AND QUANTITY OF WATER RESOURCES** (Strategic plan 4.3)
  - Prepare to advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling) (2015 -17)

### CONTINUING ITEMS

| Strategic Plan Objective                                                                                 | Trust Programs Committee Strategy                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. Protect quality and quantity of water resources                                                       | 4.3 Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling) (2015 -17)                                                                                                                                                                  |
| 5. Enhance (protect / restore) community character, socio-economic diversity and economic sustainability | 5.4 Work with other agencies to promote economic sustainability (2016-18)<br>5.6 Facilitate exploration of intra and inter-island transportation routes (2017-19)                                                                                                                          |
| 6. Strengthen relations with First Nations                                                               | 6.2 Improve protection of archaeological and First Nations cultural resources ( 2017-20)                                                                                                                                                                                                   |
| 8. Improve cooperation and integration with other levels of government                                   | 8.2 Explore opportunities and benefits of working with UNESCO and the TFB and others re: UN Biosphere Reserve (2016-18)                                                                                                                                                                    |
| 9. Improve community and agency understanding and support of the Islands Trust                           | 9.1 Complete a "State of the Islands" report; design and deliver an engagement process for visioning and topic identification (2016-17); adopt a vision statement (2016-17); conduct an engagement process for topic updates (2017-18); seek ministerial approval for amendments (2018-19) |

### Ongoing initiatives not specified in 2014-18 Strategic Plan

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

Lisa Gordon  
Designate Staff

Derek Masselink  
Chair



# TRUST FUND BOARD REPORT TO TRUST COUNCIL 3<sup>rd</sup> Quarter 2015-2016

| COMPLETED SINCE LAST REPORT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | PLANNED FOR NEXT QUARTER                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. STRATEGIC PLANNING/ADMINISTRATION</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>Requested re-appointment of Julie Glover to TFB</p> <p>Forwarded Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) Conservation Strategy to all local trust committees and BIM</p> <p>Revised TFB Policy 3.3 Relationships with External Groups to address information sharing and to bring policy up-to-date</p> <p>Worked with provincial staff and Land Trust Alliance of BC to provide recommendations to senior provincial staff regarding potential province-wide tax exemption program (as members of the Conservation Tax Incentive Program Working Group)</p> <p>Participated in strategic planning for Land Trust Alliance of BC</p> <p>Completed orientation to Kathleen Williams, new Communications and Fundraising Specialist</p> <p>Received legal advice on Mount Trematon trespass and briefed Executive Committee</p> | <p>Advertise TFB vacancy after Derek Atha completes final term (June 2016)</p> <p>Continue work with UVic graduate student to complete feasibility assessment of a working landscape conservation program (Regional Conservation Plan work item)</p> <p>Continue work on Property Management Strategy and decision support tool (Regional Conservation Plan work item)</p> <p>Map forage fish habitat for Lasqueti, Galiano, Salt Spring, Secretary, Wallace and Valdes Islands</p> |
| <b>2. COVENANT AND PROPERTY ACQUISITIONS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>Registered 2 covenants on North Pender: one NAPTEP (1.63 ha) and one required for rezoning (8.26 ha)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>Negotiate five covenants (Denman, South Pender, Hornby, Galiano &amp; Lasqueti)</p> <p>Assist Thetis Island Nature Conservancy with acquisition negotiations to purchase 16 hectare Fairyslipper Forest (Lower Burchell Hill)</p> <p>Negotiate transfer of two nature reserves (Denman &amp; Keats)</p>                                                                                                                                                                          |

*As of December 2015 the Trust Fund Board  
owns 26 properties and holds 72 covenants (of which 24 have NAPTEP certificates)*



# TRUST FUND BOARD REPORT TO TRUST COUNCIL 3<sup>rd</sup> Quarter 2015-2016

## 3. COVENANT AND PROPERTY MANAGEMENT

Removed culvert and naturalized section of Trematon Creek damaged via trespass at Mount Trematon Nature Reserve (Lasqueti). Placed boulders at points of access on property boundary.

Completed and approved management plan for McFadden Creek Nature Sanctuary (Salt Spring)

Replaced steps on the trail to the beach access at the Ruby Alton Nature Reserve (Salt Spring)

Install gate at the entrance of the Mount Trematon Nature Reserve (Lasqueti) to prevent motorized vehicles

Plant riparian area at Mount Trematon Nature Reserve to reduce erosion

Complete Request for Proposal for five year monitoring contract from 2016-2021

Complete driveway and trail maintenance at the Elder Cedar Nature Reserve (Gabriola)

## 4. COMMUNICATIONS

Fairyslipper Forest acquisition campaign profiled in submitted Pacific Yachting magazine article

Published Winter 2015-2016 edition of the Heron Newsletter published

Submitted request for Islands Trust Fund and NAPTEP pages of Wikipedia

Prepared holiday cards to donors, covenant holders and partners

Website updates including: revision of form response letters for donations, calendar purchases, subscriptions; introductory paragraphs for website sections providing overview of ITF mandate activities

Plan and implement: outreach to financial planners (planned giving) and landowners and realtors (conservation options)

Work with TAS staff on budget consultation communications and engagement

Advertise NAPTEP to eligible landowners on Bowen Island

## 5. FUNDRAISING AND CONSERVANCY SUPPORT

Prepared and launched Fairyslipper Forest year-end campaign from Giving Tuesday (December 1) to year end

Researched grants for land acquisition campaigns

Received two major contributions to Thetis Island Acquisition Fund

Apply for grant from Environment Canada for Thetis Island land acquisition

Identify grant opportunities from foundations and corporations

Add Canada Helps 'Donate Now' button to Facebook

*As of December 2015 the Trust Fund Board  
owns 26 properties and holds 72 covenants (of which 24 have NAPTEP certificates)*

## BRIEFING

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**To:** Trust Council **For the Meeting of:** December 8-10, 2015  
**From:** Clare Frater, Policy Advisor **Date prepared:** November 18, 2015  
**File No.:**

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**SUBJECT: ISLANDS TRUST POLICY STATEMENT AND VISION**

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**DESCRIPTION OF ISSUE:**

At its November 16<sup>th</sup>, 2015 meeting, the Trust Programs Committee unanimously endorsed staff's recommendations for the activities necessary to achieve Strategic Plan Strategy 9.1 (Review the *Islands Trust Policy Statement*). The proposed multi-year plan includes amendments to Trust Council's policies governing the Policy Statement and additions of significant new activities to the Strategic Plan.

**Trust Council may consider approval of activities described in this briefing within the December 8-10 2015 agenda, under Trust Council's Budget Session 7.4 (Project Requests) and Trust Council's decision item 3.5 (Strategic Plan Amendments).**

**BACKGROUND:**

The Islands Trust Policy Statement is fundamental to the operations of the Islands Trust, guiding the development of regulatory bylaws and land use planning of local trust committees and Bowen Island Municipality as well as Trust Council's strategic plan and advocacy program. The Policy Statement articulates Trust Council's provincial mandate to preserve and protect the environment and unique amenities of the Islands Trust Area. While Trust Council's policies indicate it should review its Policy Statement every five years, the last substantive review took place in 1998. While it has considered the topic, Trust Council has not since undertaken reviews due to lack of funds, staff capacity, and competing priorities.

Since the Policy Statement was adopted, communities have changed and new issues and challenges have emerged which are not addressed in the document. Some islanders have questioned how the balance between environmental, social and economic values could be clarified. In 2010, Trust Council struck a Policy Statement Assessment Task Force to provide advice about future amendments. As noted in the Task Force's final report in 2011: "The Policy Statement requires review and amendment from time to time for the simple reason that issues pertinent to the object of the Islands Trust shift in character and importance over time, and new issues may emerge that previously were unforeseen."

The September 2015 version of Trust Council's 2014-2018 Strategic Plan directed TPC and EC as follows:

Before March 2016:

- amend policies administering the Islands Trust Policy Statement
- develop a project charter re a targeted update of the Policy Statement
- develop a budget request re a targeted update of the Policy Statement

and, By March 31, 2017:

- develop a project charter and budget requests regarding creation of a vision statement for the Islands Trust Area and to undertake community engagement in 2017/18 (T.9.1.4).

and, By March 31, 2018:

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

On November 16, 2015, the Trust Programs Committee received the results of staff research into the options and costs of updating the Policy Statement and resolved to recommend: that Trust Council amend the 2014-2018 Strategic Plan to enable a phased approach to the Policy Statement targeted topic update, as follows:

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

The consequences for the strategic plan of Trust Programs Committee's recommendations are as follows:

### Islands Trust Strategic Plan 2014-2018

| STRATEGIES                                    | ACTIVITIES AND PHASES (Recommended by TPC on Nov 16, 2015)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9.1 Review the Islands Trust Policy Statement | FY 2015/16<br>T.9.1.1 Amend policies administering the Islands Trust Policy Statement<br>T.9.1.2 Develop a project outline and budget request regarding a Phase 1 ('State of the Islands' report) of targeted update of the Islands Trust Policy Statement                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                               | FY 2016/17<br>T.9.1.3 Implement project charter regarding Phase 1 ('State of the Islands' report) of the targeted update of the Policy Statement<br>T.9.1.4 Develop a project charter for a community engagement process to create a vision statement for the Islands Trust Area and to identify Policy Statement topics for amendment<br>T.9.1.5 Undertake a community engagement process to create a vision statement for the Islands Trust Area and identify Policy Statement topics for amendment.<br>T.9.1.6 Recommend a vision statement for the Islands Trust Area and Policy Statement topics for amendment.<br>T.9.1.7 Develop a project charter and budget request for a Policy Statement topic update process |
|                                               | FY 2017/18<br>T.9.1.8 Undertake a multi-stakeholder engagement process and develop a draft bylaw to update selected Policy Statement topics<br>T.9.1.9 Develop a bylaw for Trust Council third reading to update selected Policy Statement topics                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                               | FY 2018/19<br>T.9.1.10 Adopt bylaw to update selected Policy Statement topics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

In order to provide sufficient resources for these steps, the Trust Programs Committee also decided to recommend:

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

Financial Planning Committee since decided to forward a request for \$82,000 to Trust Council to cover a) and b). (See Budget session)

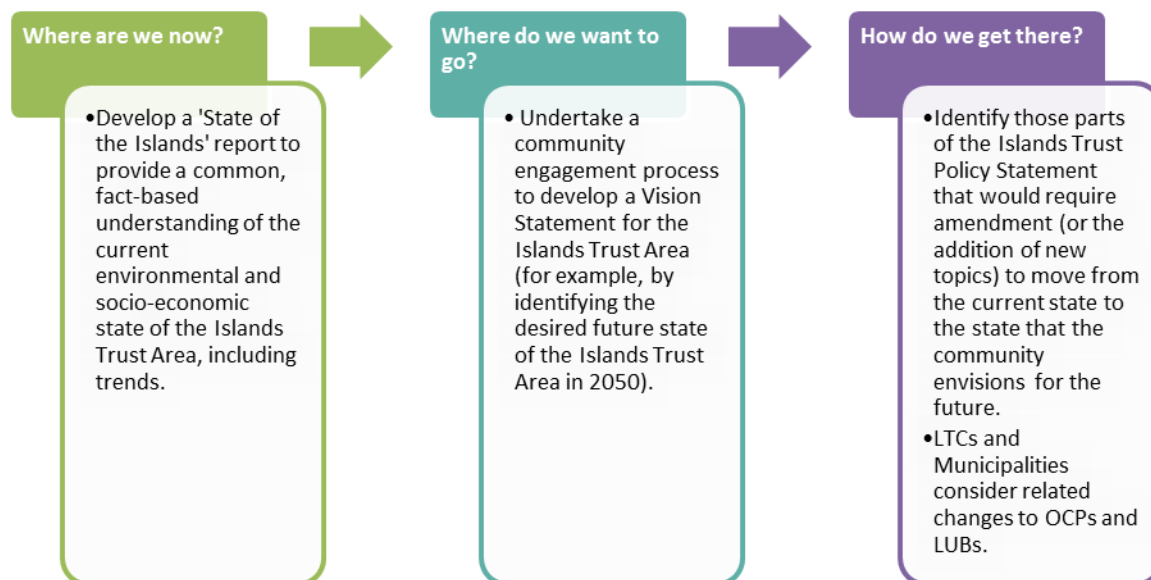
The Trust Program Committee's recommendations were supported by a staff report explaining that:

- Developing a 'State of the Islands' report would provide a common, fact-based understanding of the current environmental and socio-economic state of the Islands Trust Area, including trends, and would inform community discussions about visions for the Trust Area. The report could describe the Trust Area's physical environment, population and demographics, income and labour, infrastructure, and community services.

- Working with island communities and First Nations to create a vision for a sustainable future (e.g. 2050) for the Islands Trust Area will encourage community ownership of the Policy Statement and contribute to long-term support for the “preserve and protect” mandate. The engagement processes associated with the visioning process could generate more understanding of the purpose and function of the Policy Statement, and to spark positive conversations about the Trust’s role in sustaining island environment, communities and culture into the future. This greater understanding could enable more productive conversations about the need for Policy Statement amendments.
- Undertaking a community process to imagine the Islands Trust area in the year 2050 while simultaneously hearing about policy statement topics most in need of updating would have several benefits. It will prepare stakeholders and First Nations to engage in subsequent efforts to amend the Policy Statement and it will increase the likelihood of success of the more ambitious and politically sensitive topic amendment project.
- A community visioning process would support Trust Council efforts to advance numerous Strategic Plan objectives such as:
  - Strengthen relations with First Nations
  - Improve cooperation and integration with other levels of government
  - Improve community and agency understanding and support of the Islands Trust
  - Improve community engagement and participation in Islands Trust work.
- Trust Council could choose to establish the resulting Vision Statement as a stand-alone document, rather than integrate the vision into the Policy Statement. This would preclude the need for Ministerial approval.
- During the visioning process, Trust Council could work with stakeholders and First Nations to identify the priority Policy Statement policies that would require amendment (or the addition of new topics) to move from the current state to the state that the community envisions for the future.
- During the later topic amendment process, the public, First Nations and senior government agencies will have high expectations for input into any amendments to the Islands Trust Policy Statement. For context, such amendments could be seen as having an impact similar to amending all Official Community Plans within the Islands Trust Area at the same time.
- Any amendments to the Policy Statement must be approved by the Minister of Community, Sport and Cultural Development (the Ministry) prior to adoption through fourth reading by Trust Council. The Ministry’s purpose in the approval role is to ensure that there are no conflicts with Provincial and First Nations interests and also that the duty to consult with First Nations has been fulfilled.
- While the Province of BC is responsible for consultation with First Nations about the Policy Statement, the Province will rely on engagement efforts undertaken by the Islands Trust to fulfilling the duty. This process enables the Islands Trust to work with First Nations to discuss areas of concern and mutually-acceptable wording, well in advance of the ministerial approval process. Before approving any Policy Statement amendments, the Ministry must consider whether any First Nations interests may be adversely affected and determine whether the Crown’s duty to consult has been triggered. When submitting the amending bylaw to the Minister for approval, Islands Trust Council will need to provide a report and supporting documents that provide details on its engagement efforts with all 31 First Nations in the Trust Area. This documentation will help the Province determine whether Trust Council’s engagement efforts were sufficient or whether further engagement and/or provincial consultation with

First Nations is required. Because there are 31 First Nations in the Islands Trust Area, the provincial and Islands Trust resources required to undertake meaningful and productive engagement and consultation could be substantial.

- The province will also rely on the consultation efforts of the Islands Trust to ensure that the interests of provincial agencies are reflected in any amendments to the Policy Statement. As with the development of Official Community Plans, this process can require considerable negotiation and discussion, before mutually-acceptable language can be developed.
- A trust-wide public engagement process will have implications for all corporate bodies. Trust Council's policies identify the Executive Committee as the body with ultimate responsibility for review of its Policy Statement. Other work of the Executive Committee would be displaced to some degree, as support staff, particularly those within the Trust Area Services unit, would be occupied with the visioning and targeted update processes. Demand for senior staff time during the community visioning and targeted update consultation process could limit the scope of Trust Programs Committee and/or Local Planning Committee work programs during this term. If the engagement work is to be done with existing resources, one or more planners from the Local Planning Services Unit would need to be assigned to this project, reducing the capacity for undertaking local trust committee work. Alternatively, Trust Council could approve a budget for 2017/18 sufficient to hire one or more auxiliary planners with experience in projects of a similar scale (~\$100,000). In this case, some existing staff time would still be required for supervision and support.



A timeline for the phased approach recommended by the Trust Programs Committee is below. The timeline is ambitious and only possible with the addition of new resources and possible curtailment of planned Strategic Plan activities.

|                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                |                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dec. 2015                                                                                     | Trust Council session <ul style="list-style-type: none"><li>• Orientation to Policy Statement function and amendment process</li><li>• Introductions to Draft amendments to three policies</li><li>• Consider Trust Programs Committee's (TPC's) recommendations re strategic plan / topic selection / visioning options</li><li>• Consider budget and resource implications for 2016/17</li></ul> |                                                                                                |                                                                                                                                                                                                                                                                            |
| Feb. 2016                                                                                     | TPC adopts project charters for visioning and/or topic review                                                                                                                                                                                                                                                                                                                                      |                                                                                                |                                                                                                                                                                                                                                                                            |
| March 2016                                                                                    | Trust Council makes final budget decision for 2016/17, including resource needs for Policy Statement work                                                                                                                                                                                                                                                                                          |                                                                                                |                                                                                                                                                                                                                                                                            |
| March 2016                                                                                    | Trust Council considers approval of new Policy Statement amendment policy                                                                                                                                                                                                                                                                                                                          |                                                                                                |                                                                                                                                                                                                                                                                            |
| April 2016                                                                                    | Recruit a contractor or backfill for current staff to draft a State of the Islands report                                                                                                                                                                                                                                                                                                          |                                                                                                |                                                                                                                                                                                                                                                                            |
| May-Aug. 2016                                                                                 | Research and drafting of "State of the Islands" (Trust-wide community profile) and Islands Trust role in getting here / staying here.                                                                                                                                                                                                                                                              |                                                                                                |                                                                                                                                                                                                                                                                            |
| <b>June 2016</b>                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                |                                                                                                                                                                                                                                                                            |
| <b>Salt Spring Island referendum (anticipated – to be confirmed)</b>                          |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                |                                                                                                                                                                                                                                                                            |
| YES vote<br> |                                                                                                                                                                                                                                                                                                                                                                                                    | NO Vote<br> |                                                                                                                                                                                                                                                                            |
| July 2016                                                                                     | Staff recommendations to Financial Planning Committee re staff resources and budget for 2017/18                                                                                                                                                                                                                                                                                                    |                                                                                                |                                                                                                                                                                                                                                                                            |
| July 2016                                                                                     | Advertise project manager position (hiring subject to Sept 2016 TC decision to continue)                                                                                                                                                                                                                                                                                                           |                                                                                                |                                                                                                                                                                                                                                                                            |
| August 2016                                                                                   | TPC/EC preliminary budget request to Financial Planning Committee re 2017/18                                                                                                                                                                                                                                                                                                                       |                                                                                                |                                                                                                                                                                                                                                                                            |
| Sept. 2016                                                                                    | TC reviews state of islands report, and considers staff advice about capacity to implement the Strategic Plan as planned                                                                                                                                                                                                                                                                           | Sept. 2016                                                                                     | TC reviews state of islands report, approves visioning engagement process that arose and decides whether to proceed with topic updates and how to select topics                                                                                                            |
| Post-Sept. 2016                                                                               | Dependent on Trust Council decisions about organizational capacity                                                                                                                                                                                                                                                                                                                                 | Mid-Sept. 2016                                                                                 | Project Manager begins by engaging all referral agencies (e.g. provincial agencies, regional districts, First Nations, etc.) to alert them to the potential for Policy Statement amendments and to ask them to consider their interests in and objectives for the process. |
|                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                    | Sept. 2016 – Dec. 2016                                                                         | Project planning, collect visions from existing OCPs, design engagement materials prep, meeting/travel scheduling, hall bookings, FN meetings planned.                                                                                                                     |
|                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                    | Jan-Feb 2017                                                                                   | Visioning and topic selection consultation and engagement                                                                                                                                                                                                                  |
|                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                    | March 2017                                                                                     | Special Trust Council session to determine the vision, select the topics and set the budget for the 2017-18 topic update process                                                                                                                                           |
|                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                    | June 2017                                                                                      | Staff propose draft bylaw to amend or add selected topics, 1st and 2nd                                                                                                                                                                                                     |

|  |  |                           |                                                                                                 |
|--|--|---------------------------|-------------------------------------------------------------------------------------------------|
|  |  |                           | readings, etc (topics and/or visioning).                                                        |
|  |  | April 2017-Feb 2018       | Public consultation and engagement (includes above parties plus public), to update topics       |
|  |  | March 2018                | 3rd reading and send to Minister for approval (6 months minimum)                                |
|  |  | Pre election October 2018 | Minister approves amended Policy Statement and Trust Council considers 4th reading <sup>1</sup> |

**ATTACHMENT(S):** None (see Session 6 resources)

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**AVAILABLE OPTIONS:**

- 1) Approve amendments to the Strategic Plan as requested in Trust Council decision item 3.5 and approve funding as requested in Trust Council Budget Session 7, item 7.4.
- 2) Maintain the existing course established in item 9.1 of the [September 2015](#) version of the Strategic Plan with sufficient funding (\$50,000) to do only a targeted update of the Policy Statement while engaging public and First Nations.
- 3) Reject funding for the project and postpone further decisions on projects related to updating the Policy Statement until September 2016 or when the status of Salt Spring incorporation is known.

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

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

**Reviewed By/Date:** Lisa Gordon, Director, Trust Area Services, November 27, 2015  
Executive Committee, November 25, 2015

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*Chief Administrative Officer*

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

November 30, 2015

Dear Chairman Luckham:

As you know:

- a proposal is underway to anchor cape-size freighters along the coast of Gabriola Island, to provide 'overflow parking' for these 300 metre vessels while they wait to unload and load at Port Metro Vancouver; and
- locations for another five anchorages are being sought elsewhere within the protected Gulf Islands.

*Gabriolans Against Freighter Anchorages Society* opposes these anchorages. Please review, again, our presentation to you at the September 16, 2015 meeting\*\*. We have uncovered overwhelming local opposition, received support from other BC communities, environmental groups and industry associations, and garnered significant media attention for this early-stage opposition.

Following our presentation to the Island Trust Council, we had hoped Council would join us in opposing these new anchorages. However Chairman Luckham's October, 2015, letter to the Gabriola Sounder clarified that the Islands Trust Council has not opposed anchorages in the Islands Trust Area. Instead, you passed a resolution about advocacy but, as for these proposed new anchorages, your 2014-2018 Strategic Plan only commits the Council to "assist with community meetings about additional anchorages near Gabriola Island....".

Instead of looking to your Strategic Plan for your mandate, we invite you to look to the Islands Trust Act. Section 3 unequivocally states in part 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.*"

*\*\*Gabriola AnchorRAGE presentation to Sept 16, 2015 to Islands Trust Council*

The Council's paramount duty is to uphold this "preserve and protect" mandate. Contenting itself with "assisting with community meetings" and suggesting that the unique amenities and environment of the trust area can be sold in exchange for anchorage levies, falls woefully short of what our group, and I expect most Gulf Islanders, expect of their Council.

Anchoring these monsters against our shoreline blatantly violates the spirit, intent and language of the Act. These proposed anchorages introduce an industrial activity into these pristine waters, placing at risk our waters, beaches and provincial parks, marine animals and plants, and harming the island's economy, and tourism. Worse still, they jeopardize the way of life that attracted many of us to the islands.

Chairman Luckham's letter made it clear that the Council favours playing the role of mediator. For example: "Our practice as a public body is to facilitate dialogue and understanding among stakeholders." In some situations, when for example some islanders favour condominium development while others do not, it is appropriate for the Council to bring the factions together and seek out common ground.

But there are other times when Gulf Islanders can expect their Council to stand up and truly advocate on their behalf. Freighter anchorages are one such case. The Gulf Islands and their residents derive absolutely no benefit from them. To the contrary, bright lights at night, continuously running engines, dragging of anchors and off-loading of gypsum at all hours destroy the tranquility that makes our islands so unique, as the residents of Cowichan Bay and Plumper Sound have been telling you for years. And the oil spill in English Bay last April has taught us that spills happen.

Advocacy means acting with undivided loyalty on behalf of the people you represent, not trying to facilitate compromises between Islanders and external commercial interests engaging in activities diametrically opposed to the Islands Trust Act values. If the Council will not stand up and advocate for our islands and Islanders on an issue like this, when will you?

These proposed new anchorages are not just a Gabriola Island issue. The CEO of the Pacific Pilotage Authority, the lead proponent for the anchorages, has said publicly that they need ten new



anchorages, not just these five. Which other Gulf Island will they target next?

“But they need to park somewhere” we have heard some say, including Islands Trust staff. The shipping industry and regulators love to promote freighter anchorages as the solution to port overflow. Why wouldn’t they; it’s free, and an endless supply of anchorages allows them to postpone improving port capacity, making port operations more efficient, and working cooperatively to solve supply chain issues.

The reasons you gave to the National Energy Board (letter to NEB dated Aug. 18, 2015) for your opposition to expansion of the Trans Mountain Pipeline Expansion are exactly the reasons you should be opposing these anchorages. The risks that you identified in that statement are the same risks that we will face with these anchorages – except that they will be much more likely to occur.

I urge you and all members of the Islands Trust Council to join us in standing up to the proponents of these new anchorages, and in standing up with us to “preserve and protect” the Gulf Islands as envisaged by the Legislative Assembly forty years ago.

We ask the Islands Trust Council **to formally oppose these five new anchorages along Gabriola’s coast and to request a moratorium on any new anchorages within the Islands Trust area and an independent review of Port Metro Vancouver operations related to the use of satellite anchorages in the protected Gulf Islands.**

Sincerely,

Deborah Cook

On behalf of *Gabriolans Against Freighter Anchorages Society*

[www.GabriolaAnchorRage.org](http://www.GabriolaAnchorRage.org)

[gabriolaanchorage@gmail.com](mailto:gabriolaanchorage@gmail.com)

# **Trust Council Select Committee for Review of Victoria Office Location**

## **Report to Trust Council – December 2015**

### **Overview**

The Select Committee (RVOL) has held two meetings, October 21 and November 18. The initial meeting's agenda was to select a Chair, review the Trust Council approved Terms of Reference and discuss the process going forward.

The following motions were passed at the October 21 meeting:

**RVOLSC-2015-001 It was Moved and Seconded that the Select Committee** suggest Trust Council delete the words “of the headquarters” from Section 1 – Objectives of the Terms of Reference for Select Committee – Review of Victoria Office Location document.

**RVOLSC-2015-002 It was Moved and Seconded that the Select Committee** supports the Financial Planning Committee's recommendation to extend the office lease to September 2017.

The November 18 meeting agenda focused on further defining the scope of the committee's study. The committee members also started the process of identifying possible options and the associated ramifications.

### **Budget**

The committee is currently working within its budget.

Meetings in 2016 have been scheduled to coincide with the Financial Planning Committee meeting dates to provide the best cost effective operation of the Select Committee.

Although it has not been determined to contract a consultant at this time, a budget request has been added to make provision for this in our 2016/2017 fiscal year.

Recommendations for Trust Council consideration:

1. Trust Council delete the words “of the headquarters” from Section 1 – Objectives of the Terms of Reference for Select Committee – Review of Victoria Office Location document.

Chair Bruce McConchie



**Islands Trust**  
Terms of Reference for  
Select Committee – Review of Victoria Office Location  
*Approved – September 17, 2015*

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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.

**Comment [LA1]:** This amendment recommended to Trust Council by the Select Committee by resolution RVOLSC-2015-001, October 21, 2015

## 2. Background

### 2.1 Establishment of a Select Committee

In accordance with the Islands Trust Council's [Meeting Procedure Bylaw<sup>1</sup>](#), 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.

A Select Committee to Review the Victoria Office Location was established by resolution of the Islands Trust Council on September 17, 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 17, 2015.

## 3) Membership and Chair

### 3.1 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.

### 3.2 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.

## 4) Meeting Procedures and Schedule

### 4.1 Meeting Procedures

The select committee will operate in accordance with the meeting procedures for select committees, as

<sup>1</sup> <http://islandstrust.bc.ca/tc/pdf/tcbylbasetgpro0101.pdf>

provided in the Islands Trust Council's Meeting Procedure Bylaw (see related excerpts in Attachment 3). 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*.

## 4.2 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.

## 5) Staff Resources

### 5.1 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.

### 5.1 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

**Approved Terms of Reference** **September 17, 2015, amended December 9, 2015**  
**Select Committee for Review of Victoria Office Location**

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.

| <b>Staff Resource</b>                                        | <b>Role</b>                                                                                                                                                                                                                                                                                                                                                                                   | <b>Time Allocation</b>                                                                                                                                                                                          | <b>Comments</b>                                                                                                                                                                                                                           |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Chief Administrative Officer</b>                          | 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           |
| <b>Director – Administrative Services</b>                    | Attend Select Committee meetings.<br><br>Overall supervision and management of staff support to the Select Committee.<br><br>Supervise the provision of Islands Trust data (i.e. Human Resources, office leases, travel costs, etc. to the Select Committee as required.<br><br>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.<br><br>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.<br><br>Availability for other strategic projects, such as those of the Financial Planning Committee, will be limited during the operations of the Select Committee |
| <b>Other Administrative Services Staff</b>                   | 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.                                                                                                                               |
| <b>Finance Officer (Procurement and Contract Specialist)</b> | 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<br><br>4-8 hours for                                                                                            | Availability will be reduced during key points in the financial cycle.<br><br>Availability for other strategic projects, such as those of the Financial Planning Committee,                                                               |

Approved Terms of Reference September 17, 2015, amended December 9, 2015  
 Select Committee for Review of Victoria Office Location

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

## 5.2 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 |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------|
| <b>Administrator/Secretary</b> | 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 |          |

## 6. Communications

### 6.1 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.

### 6.2 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 4.1 apply.

### 6.3 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.

### 6.4 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.

## 7. Attachments

**Attachment 1** – Islands Trust Staff Organization Chart – May 2015

**Attachment 2** – Map Illustrating 'Geographic Location'<sup>1</sup> of the Islands Trust Victoria Office

**Attachment 3** – Excerpts from Trust Council Meeting Procedures Bylaw re Select Committees

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<sup>1</sup> 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) (http://www2.gov.bc.ca/myhr/article.page?ContentID=eb1b5f7b-6a01-0d17-c16f-ad31a4848b28&PageNumber=3)

## 2015 Islands Trust Council Priorities Chart

Nov 19/15

| Islands Trust Council Goals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Executive Committee (LA)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Trust Fund Board (JE)                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Ecosystem Preservation and Protection</li> <li>2. Ensure human activity and development are compatible with maintenance of Trust Area ecosystems</li> <li>3. Sustain Island Character and Healthy Communities</li> <li>4. Effective, Efficient and Collaborative Governance</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                            | <ol style="list-style-type: none"> <li>1. Governance, Policy, Strategic Planning, Trust Council (LA)</li> <li>2. Communications, Advocacy, Policy Statement, Interagency and Public Relations (LG)</li> <li>3. Organizational Improvements (DM/CS/CT)</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ol style="list-style-type: none"> <li>1. Strategic Planning/Administration</li> <li>2. Covenant and Property Acquisitions</li> <li>3. Property and Covenant Management</li> <li>4. Communications</li> <li>5. Fundraising and Conservancy Support</li> </ol>                                                                                                                                                                          |
| Financial Planning Committee (CS)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Local Planning Committee (DM)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Trust Programs Committee (LG)                                                                                                                                                                                                                                                                                                                                                                                                          |
| <ol style="list-style-type: none"> <li>1. First Draft of the 2016/17 Budget</li> <li>2. Complete the 2014/15 Forecast</li> <li>3. Complete the 2014/15 Financial Statements Allocated to LTCs</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <ol style="list-style-type: none"> <li>1. Community Housing Needs</li> <li>2. Shoreline and Marine Planning</li> <li>3. Appropriate Economic Development</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ol style="list-style-type: none"> <li>1. Amend Crown Land Cooperation Agreements</li> <li>2. Islands Trust Policy Statement</li> <li>3. Quality and Quantity of Water Resources</li> </ol>                                                                                                                                                                                                                                            |
| Southern Team (RK)<br>Galiano, Mayne, N. Pender, S Pender, Saturna                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Northern Team (AK)<br>Ballenas-Winchelsea (EC), Denman, Gabriola, Gambier, Hornby, Lasqueti and Thetis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Salt Spring Team (SC)<br>Salt Spring                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>LTC Planning Priorities</p> <ul style="list-style-type: none"> <li>• <b>Galiano</b> – Secondary Suite Review (RK/KF); Cottage Regulation Review (KF); and Home-based contractor yards (KF).</li> <li>• <b>Mayne</b> – Commercial Land Use Review (GR); OCP/LUB amendments (density on remainder lots, TUP policies and STVR review) (GR); Fallow Deer Eradication Plan participation (GR).</li> <li>• <b>North Pender</b> – Land Use Planning for Waste Management (JS); Housing (STVR review – 1<sup>st</sup> phase) (JS); Age and disability friendly community planning (JS).</li> <li>• <b>Saturna</b> – Review of Density Transfer Mechanisms (GR), Community Profile (GR).</li> <li>• <b>South Pender</b> - LUB Review and Update (RK).</li> </ul> | <p>LTC Planning Priorities</p> <ul style="list-style-type: none"> <li>• <b>Ballenas-Winchelsea (EC)</b> (ME): Approval of OCP and LUB; Administrative Bylaws; Nanoose First Nation Relationship building</li> <li>• <b>Denman</b> (RM): RAR implementation; Visitor Accommodation; MoU with K'omoks First Nation; Marine issues (trustees); LUB Review respecting medical marihuana production</li> <li>• <b>Gabriola</b>: Roadside Signage (TR/AB); Dog Sitting (AB); Compliance with MoA's Bylaw Standard for Medical Marihuana Production Facilities (AB); Affordable Housing (trustees)</li> <li>• <b>Gambier</b> (AB): RAR implementation; Gambier OCP review; Foreshore protection/stewardship; OCP advocacy implementation &amp; support (trustees)</li> <li>• <b>Hornby</b> (RM): RAR implementation; OCP and LUB Review; OCP/LUB Communication Strategy</li> <li>• <b>Lasqueti</b> (ME): RAR implementation; OCP &amp; LUB review; First Nations relationships; electronic meetings (Carmen Thiel)</li> <li>• <b>Thetis</b> (ME): Seek C2C Funding for MOU with First Nations ; Shoreline Protection; RAR implementation</li> </ul> | <p>LTC Planning Priorities</p> <ul style="list-style-type: none"> <li>• <b>Watershed Management &amp; Salt Spring Island Watershed Protection Authority</b> (SC)</li> <li>• <b>Ganges Village Area Planning – Boardwalk</b> (IPS)</li> <li>• <b>Land Use Bylaw Update: Industrial</b> (IPS/SW)</li> <li>• <b>Grantville Street Water and Septic</b> (JY)</li> <li>• <b>Land Use Bylaw Update: Rural Watershed Uses</b> (JY)</li> </ul> |

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 : AK – Ann Kjerulf; AB - Aleksandra Brzozowski; ME – Marnie Eggen; RM - Rob Milne; TR – Teresa Rittemann

Salt Spring Team: SC – Stefan Cermak; JY – Jason Youmans; IPS – Island Planning Services (contractors); SW-Seth Wright; Isl.PI – Island Planner



DRAFT

## March 2016 Islands Trust Council Agenda Program

Location: Hornby Island Community Hall – 4305 Central Road

Nov 27/15

|             | Tuesday, March 22                                                                                                                                                                                                                                                                  | Wednesday, March 23                                                                                                                                                                                                                                                                                                                                                    | Thursday, March 24                                                                                                                                                                                                                                                                                                 |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A.M.</b> | <p><i>Ferries:</i><br/> 10:00 am or 11:00 pm Ferry – Buckley Bay to Denman (10 minutes)<br/> 10:40 or 11:40 pm Ferry – Denman to Hornby (10 minutes)</p>                                                                                                                           | <p>8:30 – 9:15 <b>** Closed Meeting**</b></p> <p>9:15 - 10:15 <b>Decision and Information Items</b></p> <p>10:15 – 10:45 Break</p> <p>10:45 – 12:00 <b>Effective Advocacy (4)</b></p>                                                                                                                                                                                  | <p>8:30 – 9:00 <b>Decision and Information Items</b> (as required)</p> <p>9:00 – 9:30 <b>Victoria Office Location Review – Update (9)</b></p> <p>9:30 – 10:30 <b>Trustee Roundtable(10)</b></p> <p>10:30 Meeting Adjourned</p> <p><i>Ferries:</i><br/> 11:00 Hornby to Denman<br/> 12:00 Denman to Buckley Bay</p> |
| <b>P.M.</b> | <p>12:30 –1:25 Lunch</p> <p>1:30 <b>Call to Order/Notice of New Items</b></p> <p>1:35 – 2:45 <b>2016/17 Budget Overview (1)</b></p> <p>2:45 – 3:15 Break</p> <p>3:15 – 4:30 <b>Decision and Information Items (2)</b></p> <p>4:30 – 5:00 <b>Electronic Meeting Options (3)</b></p> | <p>12:00 – 12:45 Lunch</p> <p>12:45 – 1:15 <b>Community Presentation (5)</b></p> <p>1:15 – 2:15 <b>Delegations and Town Hall (6)</b></p> <p>2:15 – 2:45 Break</p> <p>2:45 – 3:45 <b>2015/16 Budget Discussion</b></p> <ul style="list-style-type: none"> <li>Budget Debate and Approval (7)</li> </ul> <p>3:45 - 5:00 <b>Islands Trust Adaptation Strategy (8)</b></p> |                                                                                                                                                                                                                                                                                                                    |

\*\* Members of the public are invited to attend all sessions except any closed meetings and meals.