



Trust Council Revised Agenda

Date: Wednesday, June 24, 2015
Location: Galiano Lions Park Hall
992 Burrill Road, Galiano Island, BC

	Pages
1. GENERAL	
1.1 Resolutions Without Meeting - TC-RWM-2015-001 and TC-RWM-2015-002	6 - 7
1.2 March Trust Council Meeting Draft Minutes - Adoption by General Consent	8 - 25
1.3 Trust Council Follow-Up Action List	26 - 27
2. LOCAL PLANNING	
2.1 Director of Local Planning Services Report	28 - 29
2.2 Local Planning Committee Priorities - Survey Results - Decision	30 - 40
That Trust Council assign the following top priorities to the Local Planning Committee:	
1. Affordable Housing	
2. Shoreline/Marine Planning	
3. Economy	
2.3 Local Planning Committee Work Program Report - Decision	41 - 41
That the Islands Trust Council approve the top priorities of the Local Planning Committee Work Program Report.	

2.4 Improving Relationships with First Nations - RFD

42 - 78

1. That the Islands Trust Council confirm that it has a vision to have an enduring relationship with First Nations based on mutual trust, honour and goodwill and a mission to respect First Nations constitutional rights while carrying out the Object of the Islands Trust.
2. That the Islands Trust Council allocates \$50,000 in 2015-2016 to improve relationships with First Nations approximately as follows, subject to adjustment and on-going reports to the Executive Committee:

1. \$15,000 for research to clarify roles and jurisdictions to consult with First Nations
2. \$10,000 for training and workshops at the local and council level, including honoraria and travel for First Nation participation
3. \$10,000 to match UBCM Community to Community (C2C) funding for local meetings, including honoraria and travel for First Nation participation
4. \$10,000 to design and populate a contact database for staff and trustee use based on the provincial consultative database
5. \$5,000 for additional staff and trustee travel and meeting costs related to above activities

3. That Islands Trust Council request Staff to develop business cases for the 2016-17 budget to include funding requests:

- a. to support the implementation of a First Nations speaker series;
- b. to support trustees undertaking proactive regular relationship building;and
- c. to undertake a structural interest-based process with First Nations.

2.5 Bylaw Enforcement Report - Briefing

79 - 84

3. EXECUTIVE

3.1 Chief Administrative Officer's Report

85 - 86

3.2 Executive Committee Work Program Report - Decision

87 - 87

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

3.3 Islands Trust Adaptation Strategy - Decision

88 - 102

1. That the Islands Trust Council request the Executive Committee, in consultation with the Financial Planning Committee, to oversee the development of an Islands Trust Adaptation Strategy, to be further developed and implemented in the event of the incorporation of Salt Spring Island.
2. That the Islands Trust Council add the development of an Islands Trust Adaptation Strategy to its draft Strategic Plan for 2014-18 and request the Islands Trust Executive Committee, the Financial Planning Committee and the management team to make the development of an Islands Trust Adaptation Strategy one of their top three priorities, until the Islands Trust Council has adopted a strategy.
3. That the Islands Trust Council add, to its draft Strategic Plan, the amendment of its existing agreement with the Ministry of Community Sport and Cultural Development re municipal incorporations, and request the Executive Committee to provide recommendations regarding potential amendments.

3.4 Islands Trust Head Office Location Study - Decision

103 - 122

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

3.5 Strategic Plan - Decision 123 - 137

1. That the Islands Trust Council approve the draft Islands Trust Strategic Planning Process –Potential Objectives, Strategies and Activities for 2014-2018, dated June 24, 2015 (Attachment 1) for the purposes of soliciting public comment.
2. That the Islands Trust Council request the Executive Committee to facilitate public consultation regarding the draft Islands Trust Strategic Plan – Potential Objectives and Strategies for 2014-2018 and forward all public input for the consideration of Council Advisory committees in August 2015 and Trust Council in September 2015.
3. That the Islands Trust Council request the Executive Committee to consult with Council Advisory committees, and the Trust Fund Board and to prepare recommendations regarding a strategic plan including more details regarding potential strategies, actions, timeframes, resource needs and performance measures related to each proposed objective, for the consideration of Trust Council in September 2015.

4. ORGANIZATIONAL/FINANCE

4.1 Director of Administrative Services Report 138 - 138

4.2 Financial Planning Committee Work Program Report - Decision 139 - 139

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

4.3 March 31, 2015 Audited Financial Statement and Report - Decision 140 - 159

That the Islands Trust Council approve the audited financial statements of the Islands Trust including the Statement of Financial Position, the Statement of Operations, the Statement of Changes in Net Financial Assets and the Statement of Cash Flows, for the year ended March 31, 2015.

5. TRUST AREA SERVICES

5.1 Director of Trust Area Services Report 160 - 161

5.2 Trust Programs Committee Work Program Report - Decision 162 - 162

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

5.3 2014-2015 Draft Annual Report - Decision 163 - 202

That the Islands Trust Council approve the 2014-2015 Annual Report for submission to the Minister of Community, Sport and Cultural Development.

5.4 Community Stewardship Awards - Briefing 203 - 211

5.5 Trust Fund Board Report 212 - 213

5.6	Natural Area Protection Tax Exemption Program (NAPTEP) Certificate, Achilles Property, Salt Spring Island SSI-NAP-2015.1 - Decision	214 - 218
------------	--	------------------

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

6. CORRESPONDENCE

6.1	Southern Gulf Island Trustees Meeting	219 - 232
6.2	Woodfibre LNG re Submission of Comments	233 - 243
6.3	Megan Walker re Deer Management Plan	244 - 244
6.4	<i>David and Laura Slik re Truth and Reconciliation Report</i>	245 - 246
6.5	<i>Vice-Chair Laura Busheikin re Sharing info on alternative dispute resolution</i>	247 - 248
6.6	<i>Chair Peter Luckham re UN Biosphere Reserve for the Salish Sea</i>	249 - 260
6.7	<i>Trustee George Harris re Tour des Isles</i>	261 - 261

7. SUMMARY/UPDATES

7.1	Trustee Updates	
7.1.1	BC Ferries (A. Morse)	
7.1.2	First Nations	
7.1.3	Gulf Islands National Park Reserve Advisory Committee (D. Masselink)	
7.1.4	Watershed Protection Report for Salt Spring Island Local Trust Committee (G. Grams)	
7.1.5	Howe Sound Community Forum	
7.2	Priorities Chart - General Consent	262 - 262
7.3	Proposed September 2015 Trust Council Agenda Program - Information	263 - 263
7.4	Disposition of Delegations and Town Hall Requests - General Consent	

8. NEW BUSINESS

8.1	Trustee Crumblehulme re: Mayne Island Conservancy Oil Spill Response Proposal	264 - 265
------------	--	------------------

That Trust Council endorse the Mayne Island Conservancy's proposal to facilitate discussions with island trustees, regional districts and other authorities about the concept of community-led rapid-response to oil spills in the southern Gulf Islands; authorize meeting expenses for trustee participation at one meeting; and ask Executive Committee to consider supporting staff attendance at one meeting to listen, respond as necessary, and report back to the Executive Committee.

9. ADJOURNMENT

**ISLANDS TRUST COUNCIL
RESOLUTION WITHOUT MEETING MINUTES**

RESOLUTION WITHOUT MEETING NO. TC-RWM-2015-001

It was Moved by Trustee Susan Morrison and Seconded by Trustee George Grams:

That Islands Trust Council Bylaw No. 160, cited as "Islands Trust Council Remuneration Bylaw 2013-14, Amendment Bylaw 1, 2015" be adopted.

<u>TRUSTEES CONTACTED</u>	<u>DATE VOTE RECEIVED</u>	<u>VOTE</u>
Tony Law	March 25, 2015	In Favour
Dianne Barber	March 25, 2015	In Favour
Sue Ellen Fast	March 25, 2015	In Favour
Peter Grove	March 25, 2015	In Favour
Sandy Pottle	March 25, 2015	In Favour
Brian Crumblehulme	March 25, 2015	In Favour
Bruce McConchie	March 25, 2015	Opposed
Susan Morrison	March 25, 2015	In Favour
Alison Morse	March 25, 2015	In Favour
George Grams	March 25, 2015	In Favour
Derek Masselink	March 25, 2015	In Favour
Laura Busheikin	March 25, 2015	In Favour
Dan Rogers	March 25, 2015	In Favour
Ken Hunter	March 26, 2015	In Favour
Kate-Louise Stamford	March 26, 2015	In Favour
Heather Nicholas	March 26, 2015	In Favour
David Critchley	March 26, 2015	In Favour
Jeanine Dodds	March 26, 2015	In Favour
Timothy Peterson	March 26, 2015	In Favour
Paul Brent	March 26, 2015	In Favour
Peter Luckham	March 26, 2015	In Favour
Melanie Mamoser	March 26, 2015	In Favour
Lee Middleton	March 26, 2015	In Favour
George Harris	March 27, 2015	In Favour
Alex Allen	March 31, 2015	In Favour

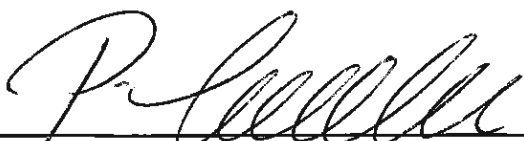
TRUSTEES VOTE NOT AVAILABLE

Wendy Scholefield

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 MARCH 31, 2015.



CHAIR'S SIGNATURE



RECORDER'S SIGNATURE

**ISLANDS TRUST COUNCIL
RESOLUTION WITHOUT MEETING MINUTES**

RESOLUTION WITHOUT MEETING NO. TC-RWM-2015-002

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

1. That the Islands Trust Council request that the provincial government provide sufficient funding to BC Ferries in 2016-2020 to reduce the fares on the minor routes by 25%.
2. That the Islands Trust Council invite trustees wishing to act as advisors to staff, between May 19, 2015 and June 30, 2015 on an advocacy campaign regarding reduction in minor route ferry fares to contact the Policy Advisor.

TRUSTEES CONTACTED

DATE VOTE RECEIVED

VOTE

Laura Busheikin	May 15, 2015	In Favour
Heather Nicholas	May 15, 2015	In Favour
George Grams	May 15, 2015	In Favour
Brian Crumblehulme	May 15, 2015	In Favour
Susan Morrison	May 15, 2015	In Favour
Paul Brent	May 15, 2015	In Favour
Peter Grove	May 16, 2015	In Favour
Sandy Pottle	May 16, 2015	In Favour
Alex Allen	May 16, 2015	In Favour
David Critchley	May 16, 2015	In Favour
Dianne Barber	May 16, 2015	In Favour
Tony Law	May 16, 2015	In Favour
Melanie Mamoser	May 16, 2015	In Favour
Timothy Peterson	May 17, 2015	In Favour
Alison Morse	May 17, 2015	In Favour
Jeanine Dodds	May 18, 2015	In Favour
Dan Rogers	May 18, 2015	In Favour
Derek Masselink	May 19, 2015	Opposed
Kate-Louise Stamford	May 19, 2015	In Favour
Lee Middleton	May 19, 2015	Opposed
Peter Luckham	May 19, 2015	In Favour
Wendy Scholefield	May 20, 2015	Opposed
Ken Hunter	May 20, 2015	In Favour
Sue Ellen Fast	May 20, 2015	In Favour
Bruce McConchie	May 20, 2015	Opposed

TRUSTEES VOTE NOT AVAILABLE

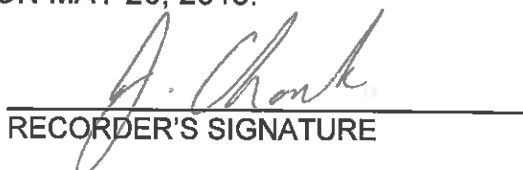
George Harris

FINAL VOTE COUNT

21 IN FAVOUR
4 OPPOSED
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE ISLANDS TRUST ACT ON MAY 20, 2015.


CHAIR'S SIGNATURE


RECORDER'S SIGNATURE



**Islands Trust Council
Minutes of Quarterly Meeting
March 10-12, 2015
Gabriola 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
Jeanine Dodds, Mayne
Dianne Barber, North Pender
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

Staff:

Linda Adams, Chief Administrative Officer
Lisa Gordon, Director, Trust Area Services
David Marlor, Director, Local Planning Services
Cindy Shelest, Director, Administrative Services
Carmen Thiel, Corporate Secretary (Recorder)

TUESDAY, March 10, 2015

Call to Order

The meeting was called to order at 1:12 pm. Chair Luckham acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations.

Twenty six Trustees were in attendance.

Trustees Mamoser and Nicholas welcomed Islands Trust Council to Gabriola Island and invited any questions about the island.

Notice of New Items

The Chair noted the following late items:

- a Request for Decision re: Declaring the Right to a Healthy Environment;
- additional public feedback about the budget received after February 27, 2015; and
- a late delegation request from Melissa Harrison of Bowen Island re: 'Giant Docks'

2015/16 BUDGET OVERVIEW

Director of Administrative Services Cindy Shelest provided an overview of the Financial Planning Committee's proposed 2015/16 recommended budget. She reviewed revenue, proposed expenses, salaries and staffing and indicated that there is a preliminary proposal for a 0% property tax increase. It was pointed out that public feedback received on the proposed budget was part of the agenda package.

Highlights in the proposed budget included project requests, a special property tax requisition request from the Salt Spring Island Local Trust Committee, proposed staffing changes, funds for First Nations relationship building, a 1% salary increase for unionized staff, and an increase to Trustee remuneration as per policy and current Consumer Price Index (CPI) projections.

There was discussion on the proposed budget.

TC-2015-001

It was MOVED by Trustee Masselink and SECONDED by Trustee Busheikin, that Trust Council direct staff to amend the 2015/16 budget by including an amount of approximately \$77,000 for a senior full-time aboriginal advisor position as requested in the Request for Decision as reviewed by Trust Council at its December 2014 meeting and remove the proposed contract amount of \$50,000.

Trustees speaking in support of the motion noted:

- the value of engaging constituents and First Nations;
- such a position would move the Islands Trust ahead and save money;
- planners and Trustees don't all have the necessary expertise regarding First Nations relations;
- the need for this position was identified years ago in a report provided to Trust Council in 2012 and earlier business cases;
- Trustees have had the opportunity to engage and meet with First Nations in the past and that would be more of the status quo;
- this is important enough that the Islands Trust should look at other ways to find savings;
- during the previous term, First Nations relations were not improved, even though the item was on the strategic plan, with the responsibility placed with trustees;

- Trustees may not have the time to take on relationship-building and don't all have the expertise;
- numerous islanders have provided input to the budget supporting the position.

Trustees speaking against the motion raised the following points:

- we don't have the capacity to do this; with the increase in our budget over the last decade, it's time for fiscal responsibility and to take measured steps before we take a significant step;
- concerned about professionalizing this and allocating this kind of money; prefer to build one on one relations as it's a personal thing; would support budget to buy coffee and lunches and discuss issues with our First Nations neighbours;
- we're starting a four year term and should look at what we're doing and repair relations with the public; we haven't done our strategic plan yet; take a closer look and let Local Trustees get into dialogue with constituents before we put a plan in place;
- with interim agreements, some new court decisions and treaty negotiations it would be premature to put money in place; we should see where the First Nations are going first and see how they want to engage with us;
- regarding Grace Islet what was needed from the Trust was at a political level and not at the administrative level; in the next few years the Trust might be facing changes from outside that we have no control over, eg. Salt Spring Island incorporation; this is not the time to do this;
- the increase in staff costs is unsustainable;
- we have to balance imperatives and if we are going to add an activity we should see where we can cut;
- don't believe a staff position will accomplish what we want.

The question on the motion was then called,

DEFEATED

Trustees Rogers, Nicholas, Masselink, Mamoser, Busheikin and Luckham In Favour

Director of Administrative Services Cindy Shelest confirmed that any amendments to the budget would require changes to Trust Council's Financial Plan Bylaw and would involve changes to the amount requisitioned from Bowen Island Municipality. She noted that this session was intended as an opportunity for questions and comments from Trustees in advance of the debate on the financial bylaws on Wednesday.

TC-2015-002

It was MOVED by Trustee Brent and SECONDED by Trustee McConchie,
not to recommend the increase in the southern planning staff from a .6 to a 1 FTE.

The motion was debated. Due to the late hour, staff suggested that Trust Council may wish to allot half an hour on Wednesday morning for further budget discussion, prior to the afternoon budget debate and consideration of approval of the financial bylaw.

TC-2015-003

It was MOVED by Trustee Busheikin and SECONDED by Trustee Scholefield,
that the consideration of the motion be tabled to Wednesday morning at 8:30 am.

CARRIED

Trustees Law, Mamoser and Hunter Opposed

The meeting recessed at 2:40 pm and reconvened at 3:00 pm. Trustee absent: Derek Masselink, North Pender Island

Approval of Agenda

TC-2015-003

It was MOVED by Trustee Busheikin and SECONDED by Trustee Fast, that Islands Trust Council add the following items to the agenda:

- 'Request for Decision re: Declaring the Right to a Healthy Environment' as a New Business item;
- additional public feedback about the budget received after February 27, 2015 - under Session 2 (Proposed 2015/16 Budget Review); and
- Delegation request from Melissa Harrison re: Giant Docks – under Session 5 (Delegations and Town Hall).

CARRIED

By general consent the agenda was approved, as amended.

CLOSED SESSION

TC-2015-004

It was MOVED by Trustee Morrison and SECONDED by Trustee Grams, that the meeting be closed to the public in accordance with the *Community Charter*, Part 4, Division 3, s. 90(1)(c) and (2)(b) to consider matters related to employee relations and information received and held in confidence relating to negotiations between the Islands Trust Council and the provincial government or between the provincial government and a third party and that the following be invited to attend the meeting: Provincial representatives Gary Paget and Marijke Edmundson, consultants Dan Huang and James Klukas, and Islands Trust staff Linda Adams, Lisa Gordon, David Marlor, Cindy Shelest and Carmen Thiel.

CARRIED

The meeting closed to the public at 3:05 pm and recessed at 5:00 pm.

WEDNESDAY, MARCH 11, 2015

The meeting reconvened at 8:35 am. Twenty six Trustees were in attendance.

2015/16 Budget Session (cont'd.)

TC-2015-005

It was MOVED by Trustee Busheikin and SECONDED by Trustee Nicholas, that the following motion be lifted from the table:

Not to recommend the increase in the southern planning staff from a .6 to a 1 FTE

CARRIED

Debate ensued on the motion. Director of Administrative Services Cindy Shelest noted an option for Trust Council would be to ask the Local Planning Committee and Financial Planning Committee to review service needs, including a review of planning staff levels, over the next several months and make a recommendation to Trust Council after such review. Director of Local Planning Services David Marlor outlined the history of the planning staff position, noting that it is currently working as 1 Full Time Equivalent (FTE) position.

The question on the motion was then called,

DEFEATED

TC-2015-006

It was MOVED by Trustee Fast and SECONDED by Trustee Grove,
that the Southern Team Planner 1 position currently funded at a 1.0 FTE on a yearly basis be continued on .6 permanent and .4 temporary basis for one year.

During debate it was noted that it takes a lot of time for a new planner to get up to speed.

The question on the motion was then called,

CARRIED

TC-2015-007

It was MOVED by Trustee Dodds and SECONDED by Trustee Crumblehulme,
that the we reduce the monies allotted for FN relationship building to \$25,000 for 2015/16.

Following debate, the question on the motion was then called,

DEFEATED

TC-2015-008

It was MOVED by Trustee Dodds and SECONDED by Trustee Rogers,
to request staff to prepare a brief summary of the budget changes from 2001 to 2014.

CARRIED

DECISION AND INFORMATION ITEMS

1. GENERAL

1.1 Resolutions-Without-Meeting

There were no Resolutions-Without-Meeting since the last Trust Council meeting.

1.2 December 2014 Trust Council Meeting Draft Minutes – *Adoption by General Consent*

By general consent the December 2014 Trust Council Meeting Minutes were adopted.

a. Trust Council Follow-Up Action List

Provided for information.

2. LOCAL PLANNING

2.1 Director of Local Planning Services Report - Briefing

Provided for information.

Trustee Stamford asked for background on the Marine Managers Workshop on San Juan Island on March 27 and 28. Director of Local Planning Services David Marlor explained that it is part of our cross border agreement with San Juan County and that he will meet with their planning director as well. He noted that in addition to himself, Chair Luckham and Clare Frater, Policy Advisor will be attending the workshop.

2.2 Local Planning Committee Work Program Report – Decision

Trustee Brent summarized the top work program priorities as of March 2015: 1) Emerging Issues Review; 2) Green Shores for Homes (Strategic Plan 2.1); and 3) Renewable Energy Technologies in the Trust Area (Strategic Plan 1.7.4).

TC-2015-009

It was MOVED by Trustee Brent and SECONDED by Trustee Petersen, that the Islands Trust Council approve the top priorities of the Local Planning Committee Work Program Report.

CARRIED

2.3 Bylaw Enforcement Report – Briefing

Bylaw Enforcement Manager, Miles Drew, presented a briefing for information and noted that staff have not yet been able to move the total number of files downward. He indicated that the biggest unresolved issue, relevant to several islands, is how to deal with unlawful housing. It was also stated that bylaw officers want to get the bylaw violation notification procedures completed.

2.4 Amendments to Local Planning Committee Terms of Reference (Council Policy 2.3.ii) – Decision

It was pointed out that the amendments propose to collapse a few of the categories in the Terms of Reference.

TC-2015-010

It was MOVED by Trustee Brent and SECONDED by Trustee Pottle, that the Islands Trust Council amend Trust Council Policy 2.3.ii as proposed in Appendix 1.

CARRIED

2.5 Green Shores for Homes – Information for Local Trust Committees and Bowen Island Municipality - Decision

TC-2015-011

It was MOVED by Trustee Brent and SECONDED by Trustee Middleton, that the Islands Trust Council request staff to forward the briefing titled “Green Shores for Homes Scenarios Workshop” and the two attachments “Workshop Summary Report” and “Site Profiles and Potential Solutions” to local trust committees and Bowen Island Municipality for information.

CARRIED

DELEGATIONS AND TOWN HALL

1. Peter Lamb and Jean Gelwicks re: Blue Dot Movement

Peter Lamb and Jean Gelwicks, representing islanders on all islands in the Trust Area, spoke in support of a growing grassroots movement, the *Blue Dot Movement*, with a goal of establishing a basic right for all Canadians to a healthy environment (clean air and water and healthy food), and to have this enshrined in the Canadian Constitution. They provided background on the *Blue Dot Movement* and asked that Trust Council join with other local governments and support the declaration contained in the proposed recommendation on this topic which is on the Trust Council agenda. A compact disc was left with each trustee.

Trustee Mamoser left the meeting at 9:30 am.

Trustee Law noted that the declaration is essentially the same for each local government and expressed appreciation for the presentation which represents the views of a lot of people in the Islands Trust Area.

2. David Steen, Gulf Islands Alliance re Public Trust Doctrine

David Steen, on behalf of the Gulf Islands Alliance, asked that the Public Trust Doctrine, described in his presentation, be enshrined in the Islands Trust Policy Statement to provide the framework and motivation to apply the best solutions to climate change. He explained that the Gulf Islands Alliance shares the Blue Dot goal of acknowledging people's right to a healthy environment.

3 Melissa Harrison, Stop the Docks

Melissa Harrison spoke about the increasing numbers of large docks being approved by the Province in the face of public and neighbourhood opposition. She reviewed her concerns with the dock application process, including: the short timelines imposed for the application process (140 day turnaround); the seeming default of approving such projects which encroach on the local jurisdiction's right to determine land uses; undermining environmental protection; and the public consultation failure. She noted that the Islands Trust Policy Statement does not make specific reference to the aesthetic and recreational enjoyment of beaches.

Trustee Mamoser entered the meeting at 10:05 am.

Ms. Harrison recommended several courses of action to Trust Council including:

- Trustees being informed about the risks posed by the growing trend for giant docks;
- consider updating local bylaws and the Policy Statement; and
- informing the Province of concerns about the application policies and process.

During discussion following the presentation it was suggested that the rezoning process be contemplated for the construction of any new docks.

TOWN HALL

Chris Bowers, Gabriola Island, from the Bridge-Free Salish Sea Collective, stated that she was here to ask for support from Trust Council and that she has petitions for islanders to sign. The petitions will be put together with a letter to the Provincial Government asking it to stand by the Islands Trust Policy Statement with regard to bridges. Bumper stickers and buttons in support of a Bridge-Free Salish Sea were distributed.

Abraham Vandenberg, Gabriola Island, spoke about the need for clean air and the air quality issues on Gabriola Island as a result of smoke coming from wood stoves and open burning. He noted the negative impact he has experienced from poor air quality and stated that this is a problem all over the islands. He suggested taking measures now to change attitudes on this subject and asked the Islands Trust to do something about creating clean air in the Islands Trust Area through regulation of wood stoves and open burning.

John Tylee, Salt Spring Island, stated that he would like the Islands Trust Area to be a showcase of economic sustainability and would like the Islands Trust to work more closely and collaborate with economic development people. He acknowledged the work of Trustees Grove and Grams on economic development. He urged Trust Council to make economic development the number one priority in its strategic plan and to develop a long term economic vision. He encouraged Trust Council to engage with BC Ferries, before 2020, to put more focus on passenger-only ferries and suggested that an effective method of advocacy is to have a clear vision on both sides based on a shared vision agreed on by Islands Trust and Regional Districts.

NEW BUSINESS ITEMS

By general consent it was agreed to add the following items under New Business:

- Public Trust Doctrine as Item 8.2; and
- Public (Private) Docks as Item 8.3.

The meeting recessed at 10:30 am and reconvened at 11:00 am.

WORKING WITH FIRST NATIONS SESSION

Chair Luckham welcomed Chief John Wesley, a long-time member of the Snuneymuxw First Nation (SFN) Council. Chair Luckham stated that he was grateful for meeting on Coast Salish First Nations territory and that in his time as Trustee, this is the first time that a Chief has come to attend a Trust Council meeting in the Salish Sea. He remarked that he would like to build better relations with First Nations.

Chief Wesley welcomed Trust Council to Snuneymuxw territory on behalf of elders and Council. He stated that SFN is working with the City of Nanaimo, the Nanaimo Regional District and the Port Authority in building those relationships to a partnership. He acknowledged that SFN is making headway on a lot of things due to the work of their Council and staff. He looked forward to SFN Chief or a Councillor attending future Trust Council meetings and thanked Chair Luckham for inviting him to the meeting.

Chief Administrative Officer Linda Adams gave a presentation providing Trustees with an introduction to First Nations in the Islands Trust Area. This included: current information about First Nations' interests in the Islands Trust Area; an update about the legal framework for First Nations matters; and information about current practices and new requirements for engaging with First Nations before provincial approvals are sought.

Following the presentation there was a discussion period. Chief Wesley stated that working together is what he's about and the more Islands Trust talks to First Nations the more we learn. He referenced 17 bands that are under the Douglas Treaty and indicated that they are coming together. He indicated that he likes the road the Islands Trust is going down and if that continues he thinks the SFN and Islands Trust will work well together.

During discussion the following points were raised:

- The consultation guidelines place responsibility on Islands Trust and First Nations but First Nations may not have the capacity to respond. Staff noted that some First Nations have talked to staff about being paid for reviewing and responding to Islands Trust re bylaws, applications, etc. but there is nothing firm at this time.
- Concerned about the "us and them" relations as opposed to "one to one" relations with our neighbours. When a Trustee goes out in the community he or she has no authority to speak on behalf of others. Would like to try to anticipate how we can engage without being highly politicized.
- Formal opportunities to build relations will be better if there is opportunity for the informal ones.

The meeting recessed at Noon and reconvened at 12:55 pm.

Some Trustees requested that Trust Council deal with the new business items after the community presentations to provide some closure to the delegates who have stayed at the meeting.

COMMUNITY PRESENTATION

Trustee Nicholas introduced Susan Yates and Fay Weller, Gabriola Island, to talk about GERTIE.

Gabriola's Environmentally Responsible Trans-Island Express (GERTIE)

The presenters showed a video on GERTIE which has been running for more than half of its three year pilot and noted that in February 2015 GERTIE celebrated its 20,000th passenger. Other features about the GERTIE bus system were highlighted as follows:

- modelled after the Salt Spring Island transit service;
- support received from business service organizations, the Regional Director and Islands Trust;
- high degree of public input in running of GERTIE;
- started with \$30,000 from the Regional District of Nanaimo to purchase buses;
- all drivers are volunteers plus one paid coordinator;
- the fleet runs on waste vegetable oil from local restaurants and diesel;
- builds community and is a testament to social and increased economic activity in the community and reduces greenhouse gas (GHG) emissions, e.g. in first year reduced GHG by 16 tonnes.

Following a question and answer period the presenters noted that there is a lot of information available to other islands on the GERTIE website.

Trustee Masselink left the meeting.

The Gabriola Commons

Presenters Deborah Ferens and Judith Roux provided background and slides on The Commons, explaining that it consists of 26 acres of Agricultural Land Reserve land with the overall intended purpose of helping their community flourish, e.g. development of allotment gardens, a large orchard, and venue for Spring and Fall fairs and an emerging mid-week market with support from local food growers. The site also contains a pond, forest, and marsh land inhabited by beavers and herons. There is a large farm house which is being used for community purposes including running the food bank, rooms used by community groups, storage of GERTIE buses, and offices for the Gabriola Lands and Trails Trust. Renovations of the building have all been done by volunteers over a series of months.

Deborah Ferens described the purpose of community commons, i.e. multi purpose use of land and common resources held in trust as a shared asset in a community, inherited from past generations and restored through current and future generations. It is a way of protecting and stewarding land and may be the first community commons in Canada. She explained the zoning process for The Commons and noted that it will require layers of protection into the future.

2015/16 BUDGET SESSION – brought forward from the Decision and Information Items agenda:

4.6 Revenue Anticipation Borrowing Bylaw (Annual Item)

TC-2015-012

It was MOVED by Trustee Grove and SECONDED by Trustee Morrison,
that Islands Trust Council Bylaw 158, cited as "Revenue Anticipation Borrowing
Bylaw 2015/16" be read a first time.

CARRIED

TC-2015-013

It was MOVED by Trustee Grove and SECONDED by Trustee Morrison,
that Islands Trust Council Bylaw 158, cited as "Revenue Anticipation Borrowing
Bylaw 2015/16" be read a second time.

CARRIED

TC-2015-014

It was MOVED by Trustee Grove and SECONDED by Trustee Allen,
that Islands Trust Council Bylaw 158, cited as "Revenue Anticipation Borrowing
Bylaw 2015/16" be read a third time.

CARRIED

TC-2015-015

It was MOVED by Trustee Grove and SECONDED by Trustee Morse,
that Islands Trust Council Bylaw 158, cited as "Revenue Anticipation Borrowing
Bylaw, 2015/16" be forwarded to the Minister of Community, Sport and Cultural
Development for approval consideration.

CARRIED

4.7 2015/2016 Financial Plan Bylaw No. 159 – Decision

TC-2015-016

It was MOVED by Trustee Grove and SECONDED by Trustee Middleton,
that Islands Trust Council Bylaw 159, cited as "Financial Plan Bylaw, 2015/2016"
be read a first time.

CARRIED

Trustee Scholefield Opposed

TC-2015-017

It was MOVED by Trustee Grove and SECONDED by Trustee Harris,
that Islands Trust Council Bylaw 159, cited as "Financial Plan Bylaw, 2015/2016"
be read a second time.

CARRIED

Trustee Scholefield Opposed

TC-2015-018

It was MOVED by Trustee Grove and SECONDED by Trustee Morse,
that Islands Trust Council Bylaw 159, cited as "Financial Plan Bylaw, 2015/2016"
be read a third time.

CARRIED

Trustee Scholefield Opposed

TC-2015-019

It was MOVED by Trustee Grove and SECONDED by Trustee Morse,
that Islands Trust Council Bylaw 159, cited as "Financial Plan Bylaw, 2015/16" be
forwarded to the Minister of Community, Sport and Cultural Development for
approval consideration.

CARRIED

Trustee Scholefield Opposed

8. NEW BUSINESS - brought forward:

8.1 Declaring the Right to a Healthy Environment – Decision (Trustee Law)

TC-2015-020

It was MOVED by Trustee Law and SECONDED by Trustee Crumblehulme,

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

CARRIED

TC-2015-021

It was MOVED by Trustee Law and SECONDED by Trustee Morrison,

- 2) that the Islands Trust Council request the Executive Committee to vote at the Association of Vancouver Island and Coastal Communities and Union of British Columbia conventions in support of resolutions that advance the Right to a Healthy Environment, including through actions by the Government of British Columbia.

CARRIED

Trustee Masselink entered the meeting at 1:56 pm.

TC-2015-022

It was MOVED by Trustee Law and SECONDED by Trustee Stamford,

- 3) that the Islands Trust Council request Executive Committee to include in its briefing to council committees, local trust committees and Trust Fund Board a request to consider the advancement of Policy Statement policies that support a healthy environment when developing recommendations for objectives, goals and activities in the 2015-2018 Strategic Plan.

There was discussion about whether this would result in the creation of a new work program for staff to review within staff reports. It was suggested that if it is not included in the strategic plan, then it would go in a different direction and that we should know what the strategic plan is first.

The question on the motion was then called,

CARRIED

TC-2015-023

It was MOVED by Trustee Law and SECONDED by Trustee Rogers,

- 4) that the Islands Trust Council request the Local Planning Committee and the Trust Programs Committee to review suggested actions proposed in the presentation on the Right to a Healthy Environment provided by delegates at the March 2015 Trust Council meeting and to provide any resulting recommendations to the Islands Trust Council.

During debate the following points were raised:

- Would prefer to establish our work program and slow down a little with respect to these types of things;
- There is no timeline on this;
- Committees could choose when they look at it.

The question on the motion was then called,

CARRIED

Trustees Scholefield, McConchie, Crumblehulme, Barber, Fast and Brent Opposed

8.2 Public Trust Doctrine

TC-2015-024

It was MOVED by Trustee Law and SECONDED by Trustee Pottle,

that the Islands Trust Council request the Trust Programs Committee to include the topic of "The Public Trust Doctrine" (as described in a presentation provided by the Gulf Island Alliance at the March 2015 Trust Council Meeting) in the Policy Statement Topic Review Inventory.

CARRIED

8.3 Private Docks

TC-2015-025

It was MOVED by Trustee Fast and SECONDED by Trustee Busheikin,

that the recommendations of Stop the Docks as presented by Melissa Harrison be referred to Trust Programs Committee for consideration.

CARRIED

Trustee McConchie Opposed

DECISION AND INFORMATION ITEMS - continued

3. EXECUTIVE

3.1 Chief Administrative Officer's Report

Provided for information.

By general consent the report was accepted for information, as presented.

3.2 Executive Committee Work Program Report – Decision

The top priorities in the work program were reported as: 1) Facilitate Trust Council Strategic Planning process; and Provincial Assessment of Impact on Islands Trust (re potential Salt Spring Island incorporation; 2) BC Ferries Advocacy; and Crown land agreements review; and 3) Review process for development of Regional District/Local Trust Committee protocol agreements.

TC-2015-026

It was MOVED by Trustee Busheikin and SECONDED by Trustee Morrison, that the Islands Trust Council approve the top priorities of the Executive Committee Work Program Report.

CARRIED

3.3 Trust Council Advisory Committees Membership 2014-2018 - Decision

TC-2015-027

It was MOVED by Trustee Busheikin and SECONDED by Trustee Pottle, that the Islands Trust Council ratify the Chair's appointments to Trust Council advisory committees, as indicated on the document entitled 'Islands Trust Council Advisory Committees Membership - 2014-2018', dated February 23, 2015.

CARRIED

3.4 Trust Council Strategic Planning Process – Briefing

Received for information.

3.5 Continuous Learning Plan

In addition to the report provided for information, Trustees made the following suggestions to forward to Executive Committee:

- consider setting up social media platform such as a Facebook page for Trustees to keep in touch on an informal level with fellow Trustees;
- populate email inboxes with helpful topics and no reply-alls to every email;
- in reference to social media and emails, it was cautioned that we need to be careful with messages going to a quorum of council;
- National Marine Conservation Areas – Would like briefing on consequences of what losing jurisdiction for zoning of foreshores could mean;
- session on the Policy Statement and review work done two terms ago looking at possible review of statement – also interested in option to chat in a separate place;
- Introduction to marine jurisdiction issues, which would be good when Trust Council meets on Bowen Island;
- making difficult decisions and to better convene meetings so we're not adding to problems – in support of community of practice but not via Facebook or by email;
- effective communication – training on how to write an article for community newspapers.

The meeting recessed at 2:30 pm and reconvened at 3:00 pm.

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 work program priorities for the Financial Planning Committee as of February 2015 were: 1) Finalize 2014/15 Budget; and 2) Conduct 2013/14 Year End Audit; and 3) Complete the 2014/15 Forecast.

TC-2015-028

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

CARRIED

4.3 December 31, 2014 Quarterly Financial Statement - Decision

TC-2015-029

It was MOVED by Trustee Grove and SECONDED by Trustee Brent,
that the Islands Trust Council approve the December 31, 2014 Quarterly Financial
Report as presented.

CARRIED

4.4 Financial Forecast for March 31, 2015 Year End - Briefing

Provided for information. It was noted that expenditures are estimated at \$7.124 million dollars based on the forecast results and that the transfer from General Revenue Fund Surplus is estimated at \$83,870 instead of \$268,620 which was originally budgeted.

4.5 Trustee Remuneration Bylaw No. 160 - Decision

TC-2015-030

It was MOVED by Trustee Grove and SECONDED by Trustee Busheikin,
that Islands Trust Council Bylaw 160, cited as "Islands Trust Council Trustee
Remuneration Bylaw, 2013-14, Amendment Bylaw No. 1, 2015" be read a first time.

During debate, the following points were raised:

- would like potential for a vigorous public debate on trustee remuneration;
- could look at assumptions and principles in the future; the remuneration policy is public and that is what is being applied;
- the intent when developing the remuneration policy was to do exactly what we are doing now by applying a well-defined methodology policy every year. Its measurable terms are no different than staff and union contract policy;
- purpose for this is to remove the need for a bylaw every year;
- the Budget process, including this item, appears on public record.

Staff confirmed that in a year where there is no census or changes to folio numbers, only changes in the Consumer Price Index would be used to adjust trustee remuneration.

The question on the motion was then called,

CARRIED

TC-2015-031

It was MOVED by Trustee Grove and SECONDED by Trustee Morrison,
that Islands Trust Council Bylaw 160, cited as "Islands Trust Council Trustee
Remuneration Bylaw, 2013-14, Amendment Bylaw No. 1, 2015" be read a second
time.

CARRIED

TC-2015-032

It was MOVED by Trustee Grove and SECONDED by Trustee Busheikin,
that Islands Trust Council Bylaw 160, cited as "Islands Trust Council Trustee
Remuneration Bylaw, 2013-14, Amendment Bylaw No. 1, 2015" be read a third time.

CARRIED

TC-2015-033

It was MOVED by Trustee Grove and SECONDED by Trustee Busheikin,
that Trust Council Policy 7.2.i – Trustee Remuneration be amended as indicated on
the attached draft dated March 11, 2015.

CARRIED

Agenda items 4.6 and 4.7 were considered earlier in the meeting.

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 work program priorities were 1) Community Stewardship Awards; 2) BC Ferries Advocacy Program; and 3) Amend Crown Land Cooperation Agreements.

TC-2015-034

It was MOVED by Trustee Masselink and SECONDED by Trustee Scholefield,
that the Islands Trust Council approve the top priorities of the Trust Programs
Committee Work Program Report.

CARRIED

5.3 Trust Fund Board Report

Trustee Law, Chair of the Trust Fund Board, highlighted the Board's accomplishments in the areas of Strategic Planning/Administration, Covenant and Property Acquisitions, Property and Covenant Management, Communications and Fundraising and Conservancy support. It was pointed out under the Planned Covenant Property Acquisitions – that reference to Burchell Hill should read Lower Burchill Hill.

5.4 Trust Fund Board – Briefing on Regional Conservation Plan Extension

Trust Area Services Director Lisa Gordon spoke to the briefing document.

5.5 Trust Fund Board – Eelgrass Mapping Briefing

It was pointed out that the briefing document has dates of when eelgrass mapping presentations were done in each area and Local Trust Committees can consider whether they need a refresher. It was noted that marine conservation groups are using this work.

5.6 Legislative Monitoring - Briefing

Background was provided by staff on why this monitoring is done, noting that it does not track private members bills. It was suggested that the new consultation guidelines re: First Nations needs to be added to the list.

Trustee Crumblehulme noted that the *Invasive Species Act* has been mostly about plants in the past and asked if it might affect animals. Local Planning Services Director David Marlor agreed to research this point and respond to Trustee Crumblehulme.

5.7 Community Stewardship Awards - Briefing

The process for community stewardship awards was reviewed and posters were distributed for trustees to place in their communities.

5.8 UBCM-AVICC Membership and Resolutions Policy Amendments – Decision

TC-2015-035

It was MOVED by Trustee Grams and SECONDED by Trustee Morrison,
That the Islands Trust Council adopt amendments to Policy 6.12.ii UBCM –AVICC
Membership and Resolutions dated March 11, 2015.

CARRIED

6. CORRESPONDENCE - none

7. SUMMARY/UPDATES

7.1 Trustee Updates

7.1.1 BC Ferries (A. Morse)

Trustee Morse reported on the BC Ferries Commissioner's report on price caps and other anticipated reports; a session at AVICC on ferry issues; government grant money that may be accessible to BC Ferries; meetings with the BC Ferries Commissioner and the Minister of Transportation and Infrastructure; the cable ferry between Denman Island and Buckley Bay and the Gabriola Bridge study.

7.1.2 First Nations

Topics reviewed included:

- Squamish Nation is going to run their own parallel environmental assessment of the Woodfibre proposal in Howe Sound;
- Islands Trust representatives were invited to attend a reconciliation process regarding Grace Islet and the Executive Committee contributed \$5,000 to the process. The Chair has written to the Ministry of Forest Lands and Natural Resource Operations to express support for remediation and protection of Grace Islet and has offered the services of our grants manager to investigate any monies to further reconciliation and remediation of the land. The Executive Committee has also advised the Ministry that if there was an application from the new owner to rezone the island, the Islands Trust has a program for sponsorship of the rezoning fees. Executive Committee is planning a Trust Council Session on Salt Spring Island to provide background about Grace Islet, archaeological sites and their protection and has asked staff to identify ways to participate in support of protection of the Islet including how the Trust Fund Board might be able to support protection through a covenant.
- A project has been started in five island libraries to carry a book entitled "The Inconvenient Indian" by Thomas King.

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

Trustee Masselink reported that the group hasn't met for about 1.5 years. He reviewed highlights of his conversation with a park superintendent who was involved with Haida Gwaii and the focus on working together to bring more attention to the issues and challenges with such protected areas and working with Parks Canada.

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

Trustee Grams referred to the comprehensive staff report which outlines progress made by the Authority. He indicated that by the end of summer they will have a management plan in place to safeguard source water quality/quantity and will soon be looking at other water sources on Salt Spring Island.

7.1.4 Howe Sound Community Forum

Trustee Stamford indicated that the next forum will be held on May 1, 2015 and that Chair Luckham and Trust Area Services Director Lisa Gordon will be attending. There are ongoing meetings on the proposed Liquid Natural Gas (LNG) plant in Squamish and increased tanker traffic. It was noted that on March 21, 2015 Woodfibre LNG will be holding a meeting regarding this issue on Gambier Island which will include a representative from the Environmental Assessment Office.

7.2 Priorities Chart – General Consent

Provided for information.

By general consent the priorities chart was approved.

7.3 Proposed June 2015 Trust Council Agenda Program – Information

The draft agenda program for the next meeting of the Islands Trust Council, scheduled for June 23-25, 2015 on Galiano Island was provided for information. It was requested that if there is going to be a session on Tuesday morning, it would be best to know well in advance. There was also a request for a tour of the island.

7.4 Disposition of Delegations and Town Hall Requests – General Consent

By general consent, the Islands Trust Council requested the Chair to write to the delegation participants and to thank them for their submissions.

INTRODUCTION TO STRATEGIC PLANNING SESSION

Chief Administrative Officer (CAO) Linda Adams provided an introduction to strategic planning and the process approved by the Executive Committee for development of the Islands Trust Strategic Plan. A question period ensued about the process and Trustees raised the following points:

- need to identify values, such as addressing climate change and socio economic needs;
- consider taking a “time to change” approach. The first step is to develop a vision of hope;
- Trustee Grove read a statement proposing a review of the Islands Trust Policy Statement and the Chair asked that he circulate it to Trustees after the meeting;
- could have a goal of reducing our ecological footprint;
- would have appreciated time for more discussion and visioning;
- not sure how we do strategic plan if we don’t have a vision about where we’d like to head; we should be clear about where were going 20 or 40 years from now; people are concerned about costs;
- under the impression that not a lot of the budget gets spent in the Trust Area in a direct way; draw from our constituents to maximize the return to the area where the dollars are taken;
- we need a vision but it raises what is often left unsaid: Do we have a strong Islands Trust with a vision for the region or does each island have its own vision?
- each island has its own vision; trying to come up with something that covers the whole area may bring a lack of buy-in; look at Policy Statement before we start and do a strengths, weaknesses, opportunities and threats (SWOT) analysis. Executive Committee could then

work with staff to see what we can look at in June to build on and enhance what we have already got;

The meeting recessed briefly at 5:00 pm. and reconvened at 5:10 pm.

Discussion continued, with the following points:

- our OCPs are our vision; look there and see what we have in common; we can achieve efficiencies that we all have in common;
- would be interested in seeing a vision statement for all the islands
- support development of a vision statement which we can all believe in; and a plan that would carry us into the budget making exercise;
- rejig June agenda to allow more time for strategic planning.

Trustees participated in an exercise to identify preliminary objectives for the 2014-18 term, based on initial trustee input and on any priorities that local trust committees had identified to date. CAO Linda Adams then reviewed next steps.

The meeting recessed at 5:40 pm.

THURSDAY, MARCH 12, 2015

The meeting reconvened at 8:35 am. Twenty six Trustees were in attendance.

TC-2015-036

It was MOVED by Trustee Busheikin and SECONDED by Trustee Morrison, that the meeting be closed to the public in accordance with the *Community Charter*, Part 4, Division 3, sections 90(1)(c),(g) and (i) in order to consider matters related to:

- labour relations or other employee relations
 - litigation affecting the Islands Trust, and
 - receipt of advice that is subject to solicitor-client privilege;
- and that CAO Linda Adams be invited to attend the entire meeting, and that other Islands Trust staff and Islands Trust legal counsel, Bill Buholzer, be invited to attend Parts 2 through 4 of the meeting.

CARRIED

The meeting closed to the public at 8:35 am and reopened to the public at 11:44 am.

9. ADJOURNMENT

By general consent the meeting adjourned at 11:45 a.m.

Next meeting: June 23-25, Galiano Island, BC.

Peter Luckham, Chair, Islands Trust Council

CERTIFIED CORRECT

Carmen Thiel, Recorder and Corporate Secretary

Codes

TC	Trust Council	TFB	Trust Fund Board
EC	Executive Committee	LTC	Local Trust Committees
FPC	Financial Planning Committee	LPS	Local Planning Services Unit
TPC	Trust Programs Committee	()	Staff Member Lead for Action Required
LPC	Local Planning Committee	LA–Linda Adams; LG–Lisa Gordon; DM–David Marlor; CS–Cindy Shelest; CF–Clare Frater; MS–Marie Smith; JE–Jennifer Eliason; CT–Carmen Thiel; JC – Jas Chonk	

MEETING/Item	Action By/To	Target/Status
* Next TC Agenda ▲ to Bowen Island Municipality		
<u>Previous Meetings</u>		
Riparian Areas Regulation (June 2010)		
* Status report to Council until completed	LPC (DM) to TC	September
NAPTEP Certificates - Issue subject to survey, covenant and baseline report	(LG/JE)	
HO-NAP 2011.3		Cancelled
NP-NAP 2014.1		Pending
Communications Towers Process		
* Advise whether Council actions are necessary	LPC (DM) to TC	September
<u>March 2015 Meeting</u>		
Budget History		
* Prepare report regarding budget history 2004-2014	CS to TC	September
Budget Bylaw 159		
Forward to minister for approval consideration	CS/CT	Done
Prepare RWM for 4 th reading after ministerial approval	CT/JC	Pending
Right to a Healthy Environment		
Advise EC re request for UBCM vote	LG	Aug
Include related information in Strategic Plan briefing	LA	Done
Place on agenda for LPC	DM to LPC	Done
Place on agenda for TPC	LG to TPC	Done
Public Trust Doctrine		
Add to Policy Statement Topic Review Inventory	LG	Done
Stop the Docks		
Add topic to TPC agenda	LG to TPC	Done
Local Planning Committee Terms of Reference		
Circulate and post new policy	CT/JC	Done
Amend LPC Toolkit, as necessary	DM to LPC	Done
Green Shores for Homes		
▲ Forward briefing and attachments to LTCs and BIM	DM	Done
Continuous Learning Plan		
Forward trustee suggestions to EC	LA to EC	Done

Trustee Remuneration Bylaw 160 and Policy 7.2.iPrepare RWM for 4th reading

CS/CT/JC

Done

Circulate and post revised version of Policy 7.2.i

CT/JC

Done

Revenue Anticipation Borrowing Bylaw 158

Forward to minister for approval consideration

CS/CT

Done

Prepare RWM for 4th reading after ministerial approval

CT/JC

Pending

UBCM-AVICC Membership and Resolutions Policy 6.12.ii

Circulate and post amended policy

CT/JC

Done

Follow-up Letters

Acknowledge Delegates and Guests

(LG/CF)

Done

Next Trust Council

Mar 2015 Follow Up Action List to Trustees and staff

(MS/JC)

Done

Mar 2015 Council meeting decision highlights to website

EC (JC/CT)

Done

News Release and Agenda for June 2015 Council meeting

(MS/JC)

Done

Invitations – Area MLA, Electoral Area Director, former trustees

(MS/JC)

June

Agenda Package - Review/Distribution to Trustees

EC (MS/JC)

June

Post notice on community bulletin boards (on island of meeting only)

(MS/JC)

Done

Director of Local Planning Services FOURTH QUARTER REPORT

Date: 04/06/2015

COMPLETED SINCE LAST REPORT <i>(needs to be a header that continues on subsequent pages)</i>	PLANNED FOR NEXT QUARTER
Executive Committee and Council • Attended Executive Committee meetings on April 1, 2015 and April 22, 2015. • Attended March Trust Council meeting on Gabriola Island • Attended the Marine Managers Workshop on San Juan Island March 27 and 28, 2015. • Met with Ken Cossey, the new Executive Director at Snneymew First Nation on May 30, 2015 along with the CAO and RPM for the Northern Region.	Executive Committee and Council • Attend Executive Committee meetings. • Attend June Trust Council meeting on Galiano Island
Local Planning Committee • Organised and attended meeting planned for May 28, 2015. Meeting held in Ladysmith to accommodate trustees from the northern islands. • Reported back on emerging issues for LPC consideration and direction at the May 28 LPC Meeting	Local Planning Committee • Organise and attend meeting planned for August 2015 • Establish priorities and begin work on the top priority.
Management of Local Planning Services Unit • Local Planning Services Management Meetings with regional planning managers (RPMs) held on April 7, 2015 and May 5, 2015. • Organised a Local Planning Services professional development day for May 6, 2015. Topics included debrief by the planners attending the Planning Institute of BC and American Planning Institute conferences in Seattle in April 2015, report and discussion by Island Planner Kronstal on her work with Mouri in New Zealand, discussion with staff from the Ministry of Community, Sport and Cultural Development. • Completed process of Performance Management and Development Planning for all local planning services staff. • Attended the Northern Office on April 8, 2015 and April 23, 2015, May 7, 2015, June 1 and June 4 • Attended the Salt Spring planning offices on May 13, 2015, April 14, 2015, April 30, 2015 and May 14, 2015 • Began recruitment process for Regional Planning Manager positions in the Salt Spring Office and Northern Office. • Attended Planning Institute of British Columbia (PIBC) conference on April 16 and 17, 2015. • Organised and attended the annual meeting with the	Management of Local Planning Services Unit • Local Planning Services Management Meetings planned monthly. • Organise a Local Planning Services professional development day for September 2015. • Attend the Northern Office on regular basis. • Attended the Salt Spring planning offices on a regular basis. • Attend Canadian Institute of Planners (CIP) conference on June 27 to 30, 2015. • Complete hiring process to fill four planning vacancies (two on Salt Spring and Two on Gabriola)

Ministry of Transportation and Infrastructure (MOTI) along with the regional planning managers, on April 27, 2015.	
Planning Support to Local Trust Committees • Worked with regional planning managers on providing planning services to local trust committees with a focus on establishing objectives and priorities for the next year. • Continued to have presence on the Green Shores for Homes steering committee. • Continued to review and improve First Nations engagement in bylaw processing with the Ministry of Community, Sport and Cultural Development. • Continued to work on implementing eScribe for Local Planning Services. • Continued to work with Bylaw Enforcement Manager to complete staffing and work program alignment. Waiting on information from the Public Service Agency (PSA). • RPM and planner attending Sea Level Rise workshop put on by the Capital Regional District on May 7, 2015	Planning Support to Local Trust Committees • Organise a sea level rise workshop for planners in early June 2015 to be facilitated by Capital Regional District staff. • Continue to have presence on the Green Shores for Homes steering committee. • Continue to review and improve First Nations engagement in bylaw processing with the Ministry of Community, Sport and Cultural Development. • Continued to work on implementing eScribe for Local Planning Services. • Continue to work with Bylaw Enforcement Manager to complete staffing and work program alignment.
Support for the CAO • Participated in management meeting on May 19, 2015. • Participated in leadership meetings on May 17, 2015 and April 21, 2015.	Support for the CAO • Participate in management meetings • Participate in leadership meetings • Continue to work with Director of Trust Area Services on the implementation of the Time and Leave Management on-line system • Continue to work on revising the operations policy manual and incorporating local trust committee standing resolutions.
Grants Administration • Gambier Forage Fish Habitat Assessment Project posted on the website • Grants Program Manager undertook meetings with several Vancouver-based funders • Continued to look for grant opportunities and notified relevant parties • Maintained grants database (kept up to date). • Attended Gas Tax Funding workshop • Gas Tax Application – SSI Sustainability Plan • Lasqueti Community Energy Project oversight • Attended Environment Canada Funding workshop • Research for Grace Islet project • Research for Ganges Boardwalk project	Grants Administration • Prepared and present draft Grant (& donations) policy changes to management in summer. And local planning committee in August. • Continue Lasqueti Community Energy Project oversight • Continue to maintain grants database (keep up to date) • Continue to look for grant opportunities and notify relevant parties. • Meet with Victoria Funders • Electronic and paper file maintenance. • REFBC Interim Report • C2C funding applications • Attend Green Municipal Fund webinar

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: June 23-25 , 2015

From: Local Planning Committee

Date Prepared: May 25, 2015

SUBJECT: LOCAL PLANNING COMMITTEE PRIORITIES – SURVEY RESULTS

RECOMMENDATION: THAT Trust Council assign the following top priorities to the Local Planning Committee:

1. Affordable Housing
2. Shoreline/Marine Planning
3. Economy

CAO COMMENTS: As a committee of Trust Council, the Local Planning Committee undertakes work at the direction of Trust Council. The recommended priorities appear to be the most relevant to local trust committees; work in this area would further the Object of the Islands Trust. Trust Council can consider adding goals in the areas of Affordable Housing, Shoreline Marine Planning and Economy to the Strategic Plan. The Local Planning Committee's recommendations are currently reflected in the draft documents enclosed with the Request for Decision regarding the Strategic Plan.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The function of Local Planning Committee, among other things, is to identify emerging issues and give policy guidance that responds to local trust committee planning needs (please review the attached Local Planning Committee Terms of Reference (policy 2.3ii) for a complete understanding of LPC's role).

Local Planning Committee has consulted staff and trustees and come up with suggested priorities that reflect planning needs across the Trust Area. The recommendation is for Trust Council to assign these three priorities for Local Planning Committee to pursue. These Local Planning Committee priorities are consistent with the Trust Council strategic plan draft and discussions.

FINANCIAL: This program will be administered within the allocated Local Planning Committee budget and draw on the staff resources assigned to the Local Planning Committee (0.3 full-time equivalent planner time). It is not anticipated at this time to require additional budget or staff resources, or to draw resources from somewhere else.

POLICY: There are no implications for existing policy.

IMPLEMENTATION/COMMUNICATIONS: The Trust Council decision will be recorded in the minutes, reported out in the Trust Council Highlights, and sent to Local Planning Committee for information. Next steps will include the development of work plans and project charters for consideration of Local Planning Committee.

OTHER: There are no other implications.

BACKGROUND

Local Planning Committee projects are managed through its Work Program. Local Planning Committee responsibilities are assigned by policy or resolution of the Islands Trust Council. Assignments made by Trust Council resolution are recorded in the minutes and Follow Up Action List.

At the February 12 Local Planning Committee meeting, the Local Planning Committee discussed possible work program priorities to recommend to Trust Council for the Local Planning Committee this term. A brainstorm list of topics was created and staff was requested to seek input into the Local Planning Committee work program by other planning staff and trustees.

Planning staff were subsequently invited to offer input into the Local Planning Committee work program and a list of possible topics was refined (including the topics generated at the previous Local Planning Committee meeting). A survey was then created and circulated to all trustees for input in the Local Planning Committee work program. The Survey Monkey on-line software was used to survey all trustees on their priorities for the Local Planning Committee work program over the next term. The survey consisted of two questions:

Question 1 asked, "Please indicate how important or useful you think the following issues are for prioritization on this term's Local Planning Committee work program."

Result:

The top three most urgent priorities ranked by the 17 trustees who filled out the survey are:

1. Affordable Housing
2. Coastal/Marine Planning
3. Socio-Economic Diversity

Question 2 asked: "Which three issues would you prioritize for the Local Planning Committee Work Program? (Choose only 3):"

Result:

The most popular top three priorities are:

1. Shorelines
2. Affordable housing
3. Community Economic Sustainability.

*Note that there are fine distinctions between "community economic sustainability" and "socio-economic diversity" as well as between "coastal/marine planning" and "shorelines." If these similar priorities were grouped under the more general categories of "Shoreline/Marine Planning" and "Economy," we have consistency between the results of both questions.

Analysis was also given to the current work programs of the local trust committees throughout the Trust Area. A large number of local trust committees have top priorities within the following general categories (simplified for the purpose of this exercise):

1. Riparian Areas
2. Housing
3. Industrial

On May 21, 2015 Local Planning Committee discussed the work program recommendations and passed the following resolution:

It was moved and seconded THAT the Local Planning Committee request Trust Council to assign the following top priorities to Local Planning Committee

- 1. Community Housing Needs*

2. *Shoreline Marine Planning*
3. *Appropriate Economic Development*

CARRIED

REPORT/DOCUMENT:

- Report on Survey Results: Local Planning Committee Work Plan : 2015 – 2018;
- Local Planning Committee Terms of Reference (policy 2.3ii)

KEY ISSUE(S)/CONCEPT(S):

Trust Council priorities for the Local Planning Committee work program must be within the context of Trust Council's strategic plan, currently under discussion. Local Planning Committee has undertaken an organizational review and made recommendations to inform Trust Council's discussion on work program assignments for Local Planning Committee.

Local Planning Committee has requested by resolution that Trust Council to assign it community housing needs, shoreline marine planning, and appropriate economic development as top priorities.

Work in the area of affordable housing has been addressed previously by Trust Council with a sub-committee Housing Task Force that commissioned a report on an affordable seniors housing strategy (2010). This could be expanded on to explore common obstacles faced by local trust committees in implementing affordable housing and policy options at the local trust committee and Trust Council level for how to overcome these obstacles. Local Planning Committee deliberations put a focus on delivering housing tools and options within the context of community housing needs.

Consideration of coastal and marine planning was started last term with the Green Shores for Homes pilot project on Thetis Island. A continuation of this work has directed an exploration of incentives for home owners to implement the Green Shores for Homes techniques of shoreline enhancement. Further work in this area could explore policy responses and other impacts on the shore within Islands Trust authority, for example docks and structures within the shoreline.

Planning work that looks at appropriate economic development for the islands would likely be examined from a selection of sub-categories under Islands Trust jurisdiction. Affordable housing is a key component, and other areas might include a look at industrial uses, home based businesses, vacation rental strategies, agriculture, commercial zoning, and marine tourism.

There are a variety of ways the Local Planning Committee is empowered to assist Trust Council to achieve its goals by pursuing the proposed work program. The Local Planning Committee Terms of Reference directs that the Local Planning Committee is to fulfill its role by considering development management, advising on the provision and allocation of resources to deliver planning services in our local communities and by promoting opportunities for public awareness and education. One of the most important roles of the Local Planning Committee is to meet the needs of local trust committees by providing policy guidance and developing model bylaws and regulations.

Each of the recommended priorities are do-able within the context of the Local Planning Committee Terms of Reference. Once Trust Council has endorsed a work program for the Local Planning Committee, project charters will be developed to propose scopes of work, deliverables, timelines, and resources for the identified projects.

RELEVANT POLICY:

Trust Council Policy 2.3.i – Council Committee System

Trust Council Policy 6.7.i. Work Program, Follow-up Action Lists and Priorities Chart

Trust Council Policy 2.3.ii – Local Planning Committee Terms of Reference

DESIRED OUTCOME:

That Trust Council the following top three priorities, based on the overall input from staff and trustees into the LPC work program:

1. Affordable Housing
2. Shoreline/Marine Planning
3. Economy

RESPONSE OPTIONS

Recommended:

THAT Trust Council assign the following top priorities to Local Planning Committee:

1. Affordable Housing
2. Shoreline/Marine Planning
3. Economy

Alternative:

THAT Trust Council assign one or more of the other topics as top priorities.

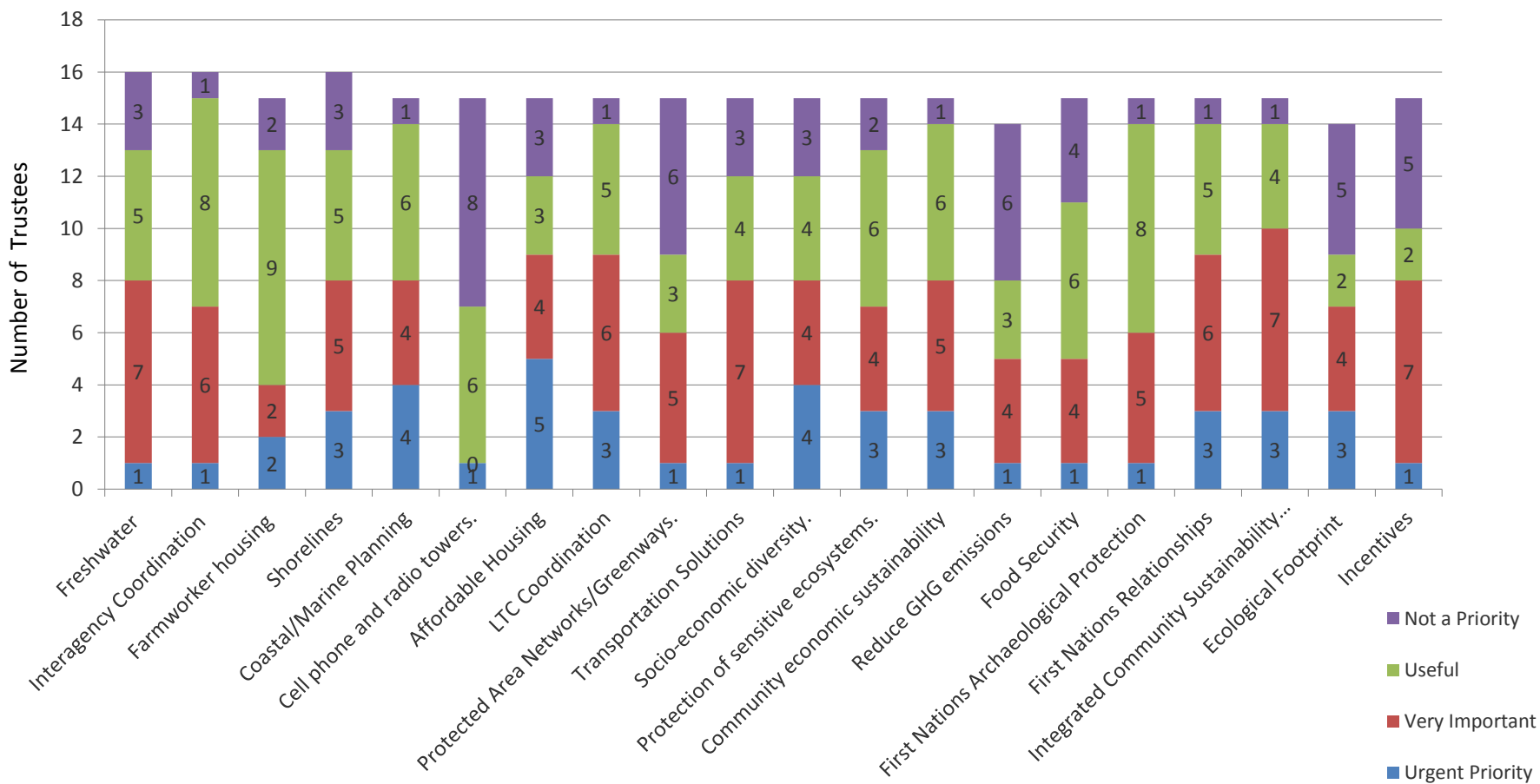
Prepared By: Justine Starke
Island Planner

Reviewed By/Date: David Marlor
Director, Local Planning Services/ June 3, 2015
Linda Adams
Chief Administrative Officer/ June 3, 2015

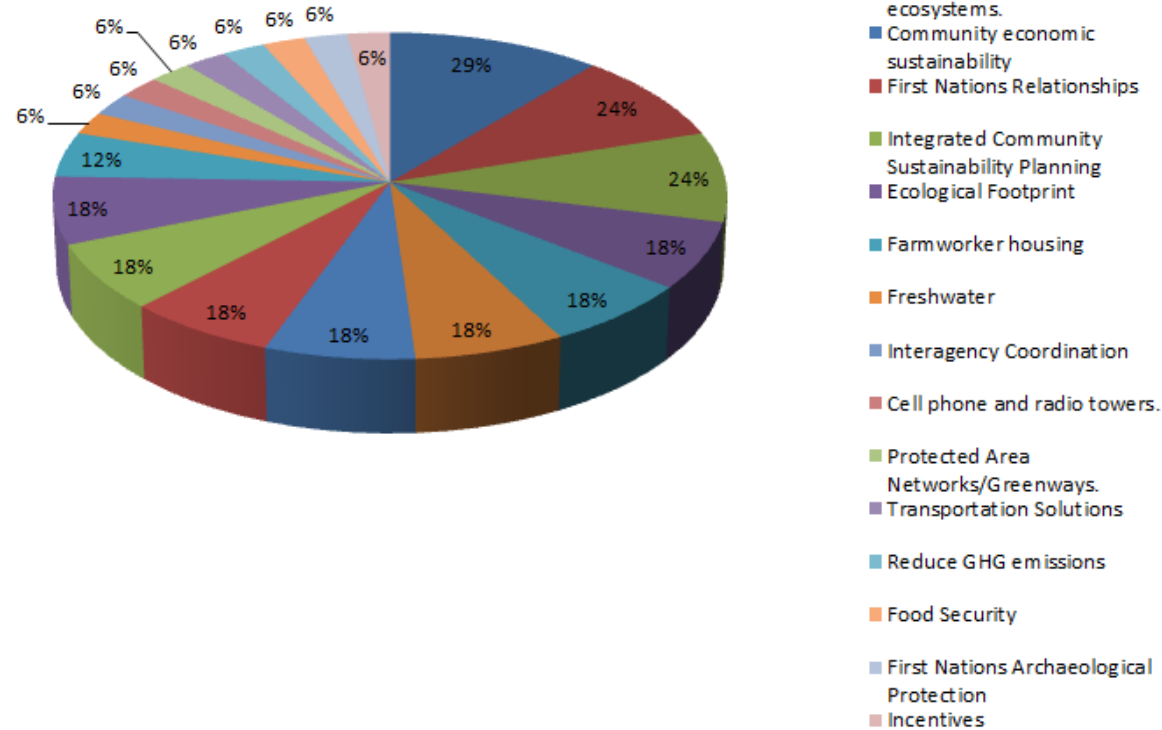
Survey Results: Local Planning Committee Work Plan - 2015 - 2018

Question #1: Please indicate how important or useful you think the following issues are for prioritization on this term's Local Planning Committee work program:

Answer Options	Urgent priority	Very important	Useful	Not a priority	Rating Average	Response Count
Freshwater quality/quantity (including groundwater protection).	1	7	5	3	2.63	16
Improved coordination with other agencies (includes review of letters of agreements, etc.).	1	6	8	1	2.56	16
Farmworker housing in the ALR (including consideration of "home plate" designs for building in the ALR).	2	2	9	2	2.73	15
Protecting our shorelines (including Greenshores for Homes, protection of eelgrass habitat, the regulation of shoreline structures, etc.).	3	5	5	3	2.50	16
Comprehensive coastal and marine planning.	4	4	6	1	2.27	15
Cell phone and radio towers.	1	0	6	8	3.40	15
Affordable Housing.	5	4	3	3	2.27	15
Better coordination and learning between LTCs on common issues.	3	6	5	1	2.27	15
Protected Area Networks/Greenways.	1	5	3	6	2.93	15
Transportation Solutions.	1	7	4	3	2.60	15
Protect/restore community socio-economic diversity.	4	4	4	3	2.40	15
Protection of sensitive ecosystems.	3	4	6	2	2.47	15
Enhance community economic sustainability.	3	5	6	1	2.33	15
Reduce community GHG emissions.	1	4	3	6	3.00	14
Enhance food security.	1	4	6	4	2.87	15
Protect important First Nations archaeological sites.	1	5	8	1	2.60	15
Strengthen relationships with First Nations.	3	6	5	1	2.27	15
Integrated community sustainability planning.	3	7	4	1	2.20	15
Measuring and reducing our Ecological Footprint.	3	4	2	5	2.64	14
Explore all available incentives to motivate action of individuals.	1	7	2	5	2.73	15
Other priorities for consideration?						5
<i>answered question</i>						17
<i>skipped question</i>						0



Trustees' Most Urgent Priorities



Top Three Most Urgent Priorities:

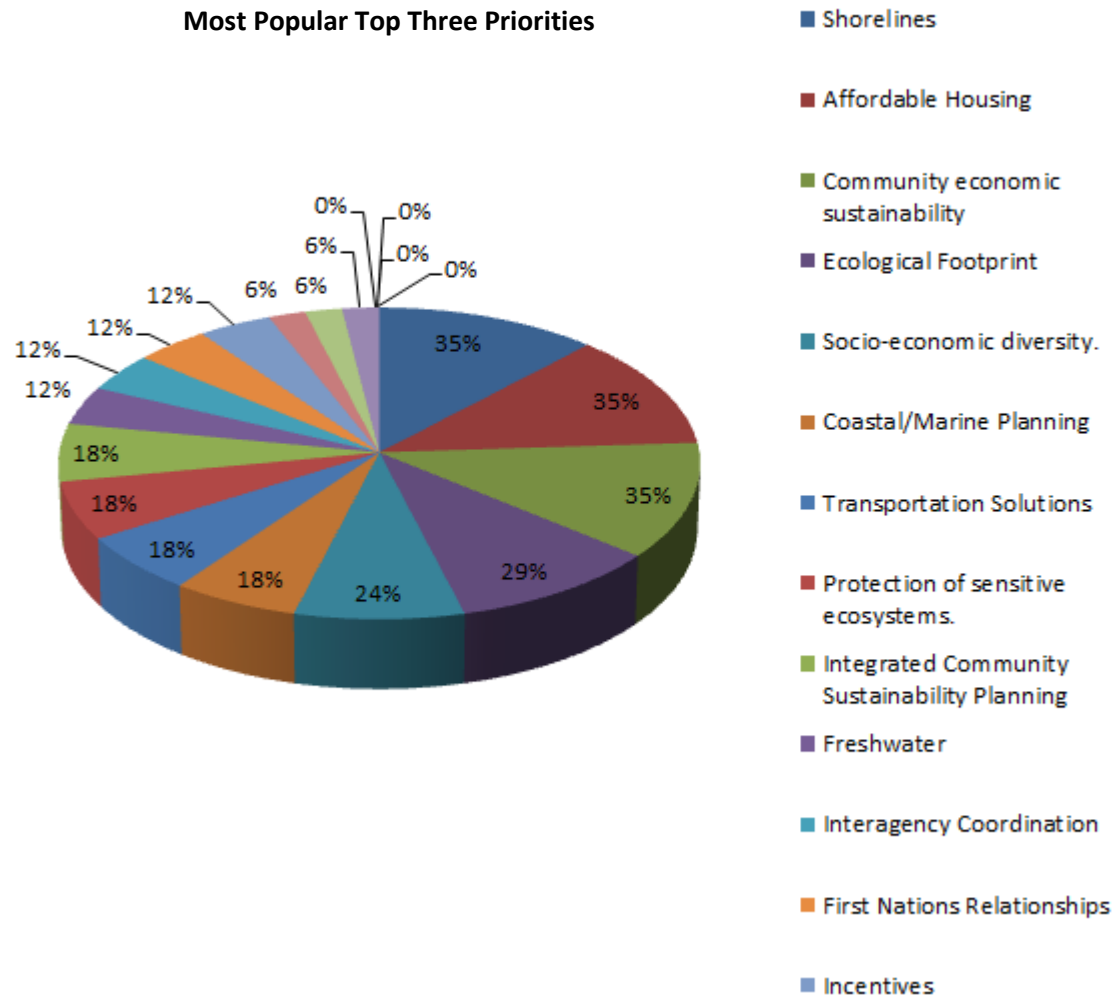
Affordable Housing	5	29%
Coastal/Marine Planning	4	24%
Socio-economic diversity.	4	24%

Question 2:

**Which three issues would you prioritize for the Local Planning Committee Work Program?
(Choose only three):**

Answer Options	Response Percent	Response Count
Freshwater quality/quantity (including groundwater protection)	11.8%	2
Improved coordination with other agencies (includes review of letters of agreements, etc.)	11.8%	2
Farmworker housing in the ALR (including consideration of "home plate" designs for building in the ALR).	0.0%	0
Protecting our shorelines (including Greenshores for Homes, protection of eelgrass habitat, and the regulation of shoreline structures).	35.3%	6
Comprehensive coastal and marine planning.	17.6%	3
Cell Phone and Radio Towers	0.0%	0
Affordable Housing	35.3%	6
Better coordination and learning between LTCs on Common Issues	5.9%	1
Protected Area Networks/Greenways	5.9%	1
Transportation Solutions	17.6%	3
Protect/restore community socio-economic diversity	23.5%	4
Protection of sensitive ecosystems	17.6%	3
Enhance community economic sustainability	35.3%	6
Reduce community GHG emissions	5.9%	1
Enhance Food Security	0.0%	0
Protect important First Nations archaeological sites	0.0%	0
Strengthen relationships with First Nations	11.8%	2
Integrated community sustainability planning	17.6%	3
Measuring and reducing our Ecological Footprint	29.4%	5
Explore available incentives to motivate action of individuals	11.8%	2
Other (please specify)		3
<i>answered question</i>		17
<i>skipped question</i>		0

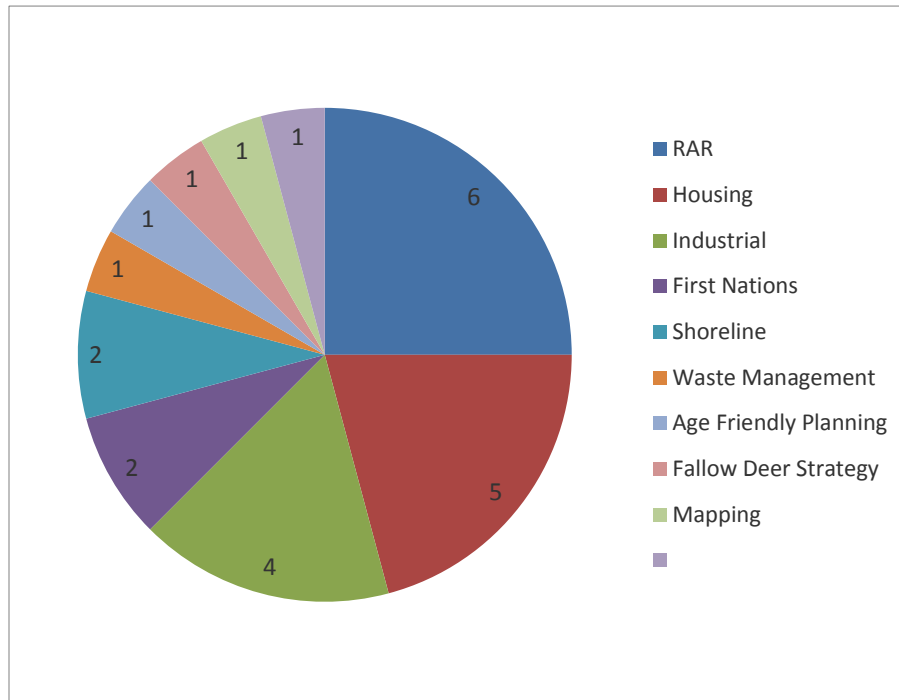
Most Popular Top Three Priorities



Top Three:

Shorelines	6	35%
Affordable Housing	6	35%
Community Economic Sustainability	6	35%

Current Local Trust Committee Top Priorities



*Note: Top Priorities have been put into broad categories for purposes of comparison. For example, secondary suites implementation = housing; and waste management = industrial.

North Pender	South Pender	Mayne	Saturna	Galiano	Salt Spring
Waste Management	OCP/LUB	OCP/LUB	Mapping	Industrial	Watershed Management
Housing		OCP/LUB	Housing	Housing	Industrial
Age Friendly Planning		Fallow Deer Strategy		Housing	RAR
					Village Planning
					Housing

Thetis	Gabriola	Gambier	Lasqueti	Hornby	Denman	Ballenas-Vincent
OCP/LUB	OCP/LUB	Shoreline	RAR	OCP/LUB	RAR	OCP/LUB
RAR	Administrative Bylaw	RAR	Industrial	RAR	First Nations	Administrative Bylaw
Shoreline	First Nations	Industrial			STVR	Administrative Bylaw

2.3.ii. Policy

LOCAL PLANNING COMMITTEE TERMS OF REFERENCE

Trust Council: June 11, 1994

Amended: March 6, 1998; June 16, 2000; June 13, 2003; March 10, 2015

A: PURPOSE:

1. To outline the Local Planning Committees' specific areas of focus in providing policy and planning advice to Trust Council as one of Council's *three (3)* standing committees (See 2.3.i. Attachment 1).

B: REFERENCES:

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

C: POLICY:

1. **The Local Planning Committee provides advice to the Islands Trust Council and management by undertaking the following responsibilities:**
 - i. **Development Management** – overseeing the procedures for processing of land use bylaws, permits etc. in an efficient and effective manner.
 - ii. **Local Trust Committee Functions** – responding to local trust committee planning needs applicable throughout the Trust Area.
 - iii. **Local Planning Services** – advising on the provision and allocation of resources to deliver local planning services to island communities.
 - iv. **Public Awareness/Education** – promoting opportunities for the enhanced public awareness of land use planning and the Islands Trust's local planning services.
 - v. **Emerging Issues** – Identifying and reporting to Council on emerging issues related to the Committee's areas of responsibility for Trust Council direction.
 - vi. **Policy Guidance** - Developing guidelines, policies and models for use by staff and local trust committees and/or Trust Council as requested by Trust Council.
 - vii. **Liaison** – Maintain liaison to Trust Fund Board and Trust Programs Committee, as required.

ISLANDS TRUST POLICY MANUAL



LOCAL PLANNING COMMITTEE WORK PROGRAM REPORT

To: Islands Trust Council

Date: June 4, 2015

WORK PROGRAM

1. AFFORDABLE HOUSING

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 – Establish a Project Charter.

Planned – To be determined by the Local Planning Committee.

ON-GOING ITEMS

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

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

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

DOMESTIC WIND POWER – Update report as required.

David Marlor
Designate Staff

Paul Brent
Chair

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: June 10, 2015

From: Executive Committee

File No: 292501

SUBJECT: IMPROVING RELATIONSHIPS WITH FIRST NATIONS IN THE ISLANDS TRUST AREA

RECOMMENDATION:

1. That the Islands Trust Council confirm that it has a vision to have an enduring relationship with First Nations based on mutual trust, honour and goodwill and a mission to respect First Nations constitutional rights while carrying out the Object of the Islands Trust.
2. That the Islands Trust Council allocates \$50,000 in 2015-2016 to improve relationships with First Nations approximately as follows, subject to adjustment and on-going reports to the Executive Committee:
 1. \$15,000 for research to clarify roles and jurisdictions to consult with First Nations
 2. \$10,000 for training and workshops at the local and council level, including honoraria and travel for First Nation participation
 3. \$10,000 to match UBCM Community to Community (C2C) funding for local meetings, including honoraria and travel for First Nation participation
 4. \$10,000 to design and populate a contact database for staff and trustee use based on the provincial consultative database
 5. \$5,000 for additional staff and trustee travel and meeting costs related to above activities
3. That Islands Trust Council request Staff to develop business cases for the 2016-17 budget to include funding requests:
 1. to support the implementation of a First Nations speaker series;
 2. to support trustees undertaking proactive regular relationship building; and
 3. to undertake a structural interest-based process with First Nations.

CHIEF ADMINISTRATION OFFICER COMMENTS:

The Islands Trust Council has included \$50,000 in its 2016/17 annual budget to improve relationships with First Nations. Based on an earlier report on the topic, and a survey of trustees, the Executive Committee has developed recommendations for the use of the funds.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

While the recommendations identify the use of consultants to undertake most of the proposed work, management of those contracts and management of the matching grant funding and trustee travel and meeting funding will require staff resources; this would impact other work program items of the Executive Committee or relevant local trust committee.

FINANCIAL:

The 2015-2016 budget includes \$50,000 to improve relationships with First Nations. The recommendations assume raising an additional \$10,000 from the C2C funding pool.

POLICY:

The recommendations will have no impact on Islands Trust policy.

IMPLEMENTATION/COMMUNICATIONS:

Once Trust Council has approved the recommendations, staff will develop Project Charters for each of the recommended actions requiring them for the Executive Committee approval.

OTHER:

No other implications.

BACKGROUND

In its 2011-2012 budget, Trust Council committed \$10,000 to develop a Islands Trust First Nations Consultation Strategy. Trustees were invited to sit on a joint trustee-staff working group to develop the strategy.

The working group consisted of interested trustees (Islands Trust Chair Sheila Malcolmson and Vice-Chair Peter Luckham), Chief Administrative Officer Linda Adams, Trust Area Services Director Lisa Gordon, Local Planning Services Director David Marlor, a Regional Planning Manager (Chris Jackson), Islands Trust Fund Manager Jennifer Eliason, the former Grants Administrator and four planners.

A Consultant familiar with First Nations (EcoPlan International) facilitated the working group and drafted the strategy.

Draft First Nations Working Group Report

Trust Council received the Draft First Nations Working Group Report in June 2012 for discussion, although a full strategy was not prepared for adoption. The Draft Working Group Report included a draft vision and mission, identified two "Essential Actions", eight "Quick Start" actions and 12 "Longer Term" actions. While there was not sufficient resources to finalize or implement the draft report, Trust Council included some of the recommended "Quick Start" actions in its Strategic Plan for 2011-2014. Also included in the Strategic Plan was the development of a business case for a new staff position to support Islands Trust bodies in improving their relationships with First Nations. A copy of the Draft First Nations Working Group Report is included as Attachment 1.

During preparations for its 2014-15 and 2015-16 annual budgets, Trust Council considered the business case it had requested, related to a new staff position that would focus on improving First Nations relations. While it did not approve funding for a new position in either budget, it endorsed a recommendation from the Financial Planning Committee's February 2015 meeting to allocate \$50,000 in its 2015-16 budget to improve the relationship between the Islands Trust and First Nations. Trust Council did not specify how these funds should be used.

At its April 22 meeting, the Executive Committee received a recommendation from staff to develop a Project Charter, in order to clarify objectives and guide the use of the budgeted funds. The Islands Trust Executive Committee passed the following resolution

That the Executive Committee request staff to identify options, and to develop recommendations and a draft Project Charter, based on the June 2012 Draft First Nations Working Group report, and a survey of Trust Council members to improve the relationships

between local trust committees and First Nations, using the \$50,000 that Trust Council included in its 2015-16 budget for this purpose.

The Survey Design

As requested by the Executive Committee, Staff developed a survey, designed to seek feedback from Trust Council members about the various Essential, Quick Start and Longer Term “actions” identified in the Draft First Nations Working Group Report. It also asked Trust Council members to identify any other ideas for improving relationships with First Nations. Because Trust Council recently made a decision not to develop a new staff position (one of the Longer Term Actions) that action was not included in the survey.

The survey contained nine questions dealing with the mission and vision statement, the Essential Actions, Quick Start Actions and Longer Term Actions. The last question asked whether there were any new ideas that had arisen through discussions in the community, at local trust committee meetings or other venues and for any final ideas or comments.

Of 26 trustees, 20 trustees (77%) answered most of the survey questions.

A summary of the survey results is attached as Attachment 2.

Survey Analysis

The Draft First Nations Working Group Report from June 2012 contains a vision “to have an enduring relationship with First Nations based on trust, honour and goodwill” with a mission to “respect First Nations constitutional rights while carrying out the Object of the Islands Trust.

Question 1 and 2 dealt with the Vision and Mission Statement. Question 2 was only available if a trustee answered “no” to question one in order to query what that person felt would be a better vision or mission statement.

Of the 20 trustees that responded to this question, 95% (19 responses) agreed with the vision and mission statement. The one trustee who answered no indicated that the word “mutual” needs to be inserted before the word “trust” so that the vision statement reads “to have an enduring relationship with First Nations based on mutual trust, honour and goodwill”.

Questions 3 and 4 dealt with the Essential Actions. Question 3 asked trustees to use a three point scale to rate the importance of the two essential actions identified in the Draft First Nations Working Group Report. Nineteen trustees answered Question 3. Question 4 asked about additional essential actions that should be considered. Nine trustees offered comments on this question.

The Essential Action “*Clarify our Role – get clarity on where Islands Trust has authority and does not have authority (as case law and legislation evolves)*” was 100% supported (42% indicating Very Important and 58% indicating Somewhat Important).

The Essential Action “*Know your First Nation partners and neighbours – confirm list of First Nations affected for all three regional offices (this would contribute to the development of an information system database)*” was 95% supported (53% indicating Very Important and 42% indicating Somewhat Important).

Comments in response to Question 4 included

- adding Bowen Municipality to the plans for Improving Relationships with First Nations,
- questions around the need for and ways to create coordinated information systems considering possible overlap with Provincial information system
- determine primary First Nation for each local trust area or island

- prepare a briefing on historic context of interactions between Islands Trust and First Nations, First Nations cultural beliefs and practices including First Nation governance structure and practices, and
 - contact and establish one on one relationships between trustees and First Nations.
- The original comments are included in Attachment 2.

Questions 5 and 6 dealt with the eight Quick Start actions identified in the draft First Nations Working Group Report. Nineteen trustees answered Question 5 which asked trustees to rank all eight of the Quick Start actions. Question 6 asked if there any additional Quick start actions that could be accomplished within the 12 months using the \$50,000 budget (i.e. not require any additional resources). Eight trustees provided comments under Question 6.

The top three scoring Quick Start Actions were:

1. *“Support Knowledgeable Decision-makers – trustee orientation/training on First Nations issues”* (score of 6.16)
2. *“Stay Proactive and follow up – regular check-ins with First Nations, follow-up phone calls, meetings”* (Score of 5.11)
3. *“Provide cultural sensitivity training for all Islands Trust Council and staff – ensure sensitivity to First Nations permeates all aspects of the Islands Trust Operations”* (Score of 4.89).

The remaining ranking can be seen in the summary in Attachment 2.

There were eight further actions suggested, including:

- sharing Information Technology data,
- freedom for local trust committees to be engaged on an individual basis,
- develop a database,
- invite first nations representatives to every Trust Council,
- arrange face to face meetings,
- direct contact and not office to office, and
- a trustee retreat to focus on First Nations issues.

All of the original comments are included in Attachment 2.

Questions 7 and 8 dealt with the Longer Term Actions. Question 7 asked trustees to indicate their level of support, using a four-point scale, for undertaking that action this term. Eighteen trustees answered Question 7. Question 8 asked if there were any additional Longer Term Actions and which resources they would support allocating to those actions. Three trustees answered Question 8.

The top three scoring Longer Term Actions were:

4. *“First Nations Speaker Series – invite elders or other First Nation speakers to speak at meetings of Trust Council or local trust committees”* – 88% support
5. *“Regular Relationship Building – proactive meetings, phone check-ins, education with First Nations”*. – 82% support
6. *“Undertake structural interest-based process. Ask First Nations how we could better represent their interests; develop interactive/proactive process to understand First Nations issues”* – 82% support

The remaining results can be seen in the summary in Attachment 2.

There were three comments in response to Question 8. Suggestion on new Longer Term Actions included:

- developing map overlays that show First Nations interests, and
- engage communities in learning about and building relationships with First Nations and support and encourage local trust committees to include section in official community plans on First Nations.

All of the original comments are included in Attachment 2.

Question 9 asked trustees for any new ideas that were not addressed in the survey. Nine trustees answered this question (see Attachment 2). Generally, the theme of the suggestions is on communication at the community level (trustees working to understand and reach out to First Nations), education and information sharing with First Nations.

Options and Recommended Approach

The Working Group Report is divided into the three sections with the Quick Actions and Longer Term Actions essentially implementing the Essential Actions (clarifying role and getting to know your First Nation partners). Looking at the top three Quick Start Actions and the top three Longer Term Actions, we can see a theme of education for trustees and staff and more regular communication with first nations.

The Quick Start Actions are more likely to be implemented within the next 12 months than Longer Term Actions, though steps could be taken to lay the ground work for undertaking the Longer Term Actions.

A main theme from the survey is supporting the local trustees through education, training and orientation. This is reflected in the three highest ranked quick start actions. Another theme is relationship building and is reflected in the three highest ranked longer term actions.

There two themes could be supported through the following actions between now and March 31, 2016:

1. Research and clarify roles and jurisdiction with First Nations. This would involve hiring a consultant to provide do research and provide educational material for trustees on the relevant roles and jurisdiction, with tools for trustees to use during engagement with First Nations. This would be a one-time contract to build the organizational knowledge base and provide background information for future use. This would requires \$15,000 be allocated for this purpose, and the project would be managed by the Director of Local Planning Services as a priority of the Executive Committee. A specific terms of reference would be developed and approved by the Executive Committee that would include scope, timeline, deliverables and budget breakdown.
2. Training workshop for trustees and staff. This would involve hiring a consultant who specializes in training in First Nations relations. The training workshop would be one or two days, and could be help as part of an extended Trust Council, or as a separate meeting, likely in the fall of 2015. The focus would be on cultural sensitivity and include advice and suggestions on things to do or not to do when dealing with First Nations. This would require \$10,000 to be allocated for this purpose, and the project would be managed by the Executive Committee and the Chief Administrative Officer as part of the Trust Council learning plan.
3. The Union of British Columbia Municipalities has a Community to Community (C2C) grant funding of \$5,000 to facilitate meetings between First Nations and local governments. These applications must be in collaboration with the First Nations. The grant requires matching funding from the local trust committees. The intake for grant funding in June 2015 and likely December 2015 (based on 2014 dates). So far, Gambier Local Trust Committee has applied for C2C funding. Staff recommends that \$10,000 be allocated for this purpose. This will allow for two C2C grant applications (Gambier and one more in the fall of 2015). The C2C grant would be a priority of the local trust committee's work program and managed by the relevant Island Planner. The Executive Committee will develop a selection criteria for use of the matching funds.
4. To further support knowledgeable decision makers, a new database that would become the central knowledge base for all First Nations in the trust area should be developed. This database would contain, not only the names of the First Nations, but also information

about them that would help local trustees in their interactions with the First Nations. While it may be possible to develop the database software in-house, resources would be required to research and add information to the database. Information from option 1 in this list could also be incorporated into the database. This would require \$10,000 to design the database and to populate with information about the First Nations. The project would be managed by the Director of Local Planning Services as a work program priority of the Executive Committee. A specific terms of reference would be developed and approved by the Executive Committee that would include scope, time-line, deliverables and budget breakdown

5. To further support trustees' relationship building, funding should be set aside to be used by local trust committees when meeting with First Nations. This funding could cover travel expenses, or expenses of bringing First Nations staff or elders to local trust committee meetings, or local planning related community events, for the purpose of building the relationship. Staff recommends that \$5,000 be allocated for this purpose.

The above recommended actions using the \$50,000 allocated by Trust Council for this fiscal year would address the top three Quick Start actions. They will also provide a solid framework for undertaking the top three ranked longer term actions. Staff has not recommended undertaking any of the top three longer term actions specifically as these would likely be more successful once more knowledge about first nations has been developed and shared with trustees and staff. Should trust council wish to undertake the longer term actions, staff recommends that these be considered as a budget item for the 2016-17 fiscal year, and request Staff to develop business cases for that purpose.

REPORT/DOCUMENT:

Draft First Nations Working Group Report – Attachment 1
Survey results – attachment 2

KEY ISSUE(S)/CONCEPT(S):

Improve relationships between local trust committees and Trust Council with First Nations

RELEVANT POLICY:

DESIRED OUTCOME:

Clear direction on how to allocate the \$50,000 that Trust Council has budgeted for improving relationships with First Nations.

RESPONSE OPTIONS

Recommended:

That the Islands Trust Council confirm that it has a vision to have an enduring relationship with First Nations based on mutual trust, honour and goodwill and a mission to respect First Nations constitutional rights while carrying out the Object of the Islands Trust.

That the Islands Trust Council allocates \$50,000 in 2015-2016 to improve relationships with First Nations as follows:

\$15,000 for research to clarify roles and jurisdictions to consult with First Nations

\$10,000 for training and workshops at the local and council level, including honoraria and travel for First Nation participation
\$10,000 to match UBCM C2C funding for local meetings, including honoraria and travel for First Nation participation
\$10,000 to design and populate a contact database for staff and trustee use based on the provincial consultative database
\$5,000 for additional staff and trustee travel and meeting costs related to above activities

Alternative:

1. Allocate funding in different amounts for each of the actions listed in the recommendation. Increasing the amount allocated to C2C funding grants would allow more local trust committees to obtain the grants; however, we do not know whether more applications would be successful. Reducing the amount indicated for hiring of consultants could reduce the scope, and therefore effectiveness of the research or training exercises.
2. Allocate funding to other activities identified by the Executive Committee. While the activities identified in the recommendation are based on the survey results, in which 19 out of 26 trustees responded, there may be other activities that the Executive Committee would prefer to undertake. The recommendation includes funding for consultant resources in recognition of the limited resources available within the organization to undertake the work; therefore, any other activity should also include funding for external resources.
3. Not allocate the \$50,000 and allow the funding to be used by local trust committees on a first come, first served basis for First Nation relationship building. In this case, the Executive Committee would be considering requests from local trust committees as they come in, with no pre-determined guidelines to assist with adjudicating the requests.

Prepared By:	David Marlor, DLPS	Date: June 3, 2015
Reviewed By:	Lisa Gordon, DTAS Linda Adams, CAO Executive Committee	June 3, 2015 June 3, 2015 June 10, 2015



Draft - Islands Trust First Nations Consultation Strategy
Phase 1: Laying the Groundwork
May 2012

**Produced by the Islands Trust First Nations working group with the support of
 William Trousdale of EcoPlan International**

Draft Vision

To have enduring relationships with First Nations based on trust, honour and goodwill.

Draft Mission

To respect First Nations constitutional rights while carrying out the Object of the Islands Trust.

Introduction

In its 2011-2012 budget, the previous Islands Trust Council committed \$10,000 to develop a First Nations strategy and policy. To help fulfil this commitment, the Islands Trust created a First Nations Working Group and hired EcoPlan International to facilitate two meetings and to draft an initial strategy. Ten staff and two Executive Committee members carried out this work during February and March 2012. This report summarizes that process and the priorities they developed.

Working group participants were:

- | | |
|--|--|
| • Chair Sheila Malcolmson | • Regional Planning Manager, Chris Jackson |
| • Trustee Peter Luckham | • Islands Trust Fund Manager, Jennifer Eliason |
| • CAO, Linda Adams | • Grants Administrator, Marion Grau |
| • Trust Area Services Director, Lisa Gordon | • Planners: Chloe Fox, Kristin Aasen, Courtney Simpson, Kaitlin Kazmierowski |
| • Local Planning Services Director, David Marlor | |

Figure 1: EcoPlan's Strategic Planning Model

The process was facilitated by William Trousdale of EcoPlan International, using EcoPlan's four-phase / ten-step strategic planning approach (pictured right), which gave structure and focus for development of a strategy. Working through the first three phases during the first meeting on February 17, 2012 members identified stakeholders and the current context, discussed issues, crafted a draft vision and objectives, and brainstormed actions.

The second meeting on March 14 allowed the working group to review, refine and validate the output from Meeting #1. Meeting #2 also involved a comparison of the actions and strategies against objectives identified in the first meeting, as well as clarifying the priority and sequence of actions.



Also of note, on Feb 22, 2012, between the working group's first and second meetings the entire staff of Local Planning Services (some of whom are working group members) attended a cultural sensitivity training session called *Working Effectively with Aboriginal Peoples* by Robert Joseph of Indigenous Corporate Training, Inc. The knowledge gained from this training session was then integrated into the overall strategy.



Phase 1: Where are we now?

In exploring the three tasks involved in this phase— getting started, stakeholders & participants, and situation assessment – the working group outlined a rationale for pursuing a First Nation Consultation Strategy, what stakeholders should be involved and to what extent, and the current administrative context.

Step 1: Getting started– Why a First Nations Consultation Strategy?

The development of a First Nation Consultation Strategy is a goal of Trust Council's 2008-2011 Strategic Plan. While staff are already fulfilling the Provincial legislation requiring First Nations consultation, Trust Council and staff believe there are significant benefits in exceeding the minimum requirements and have a strong desire to improve current consultation practices. Council's 2011-2012 budget detail described this goals of this project as follows: "to develop a strategy that identifies overlapping interests, treaty process schedules, priorities and resource requirements for the development of effective protocol agreements and referral practices, etc." Last term, First Nations requested protocol agreements with Local Trust Committees, which the Islands Trust could not pursue due to competing priorities and the lack of a framework with which to assess the priority of new protocol work given limited resources.

Working group members indicated that there is not broad understanding of the importance of First Nations rights and titles in the trust area, nor are there sufficient resources to build and maintain partnerships and regular communication with local First Nations or with our government partners to adequately anticipate and respect First Nations interests.

Improving relations with First Nations in the short-term would create the following benefits:

- **Increase respect:** More respectful relations among islanders and First Nations
- **Reduce liability:** Having already received strongly worded letters from First Nations' lawyers on specific issues, there is a risk that decisions of Local Trust Committees, Trust Council and the Trust Fund Board may infringe upon Aboriginal Rights. Even a court decision in the Islands Trust's favour is still costly in time, money and goodwill. Such incidents would also be a significant step backwards in the relationship with the First Nation involved, and possibly others. Having a better understanding and stronger relationship with each of the First Nations will help us address issues early, and reduce the likelihood of legal action.

- **Limit crises:** Current consultations with First Nations occur in response to specific proposals, usually on a tight timeline. The First Nation(s) want to protect their interests, but may not have the capacity to analyze or respond to the proposal in the required timeline. The resulting discussions can result in a sudden, unexpected need for staff time to give the issue the necessary attention. In the past, an unexpected and serious letter from First Nations or their lawyer has required a few weeks of staff time to effectively respond. If time is spent up front in developing relationships separate from specific development or policy proposals, fewer of these "crises" should occur, reducing sudden demands on staff resources (for all parties).
- **Increase efficiency of staff and trustee time:** a number of First Nations have interests in several Local Trust Areas and there is currently no system to coordinate sharing of information and communication. Research, communications, and meetings with a First Nation may be duplicated by planners from different areas. Developing a system by which Local Trust Areas communicate and coordinate consultation and relationships could prevent redundancies and inefficiencies, saving considerable time and money.

Step 2: Stakeholders

The Working group undertook a review of relevant stakeholders for the development of this strategy. The identified stakeholders are listed in Appendix A along with an explanation of their roles / responsibilities in the strategy and some issues and challenges associated with them.

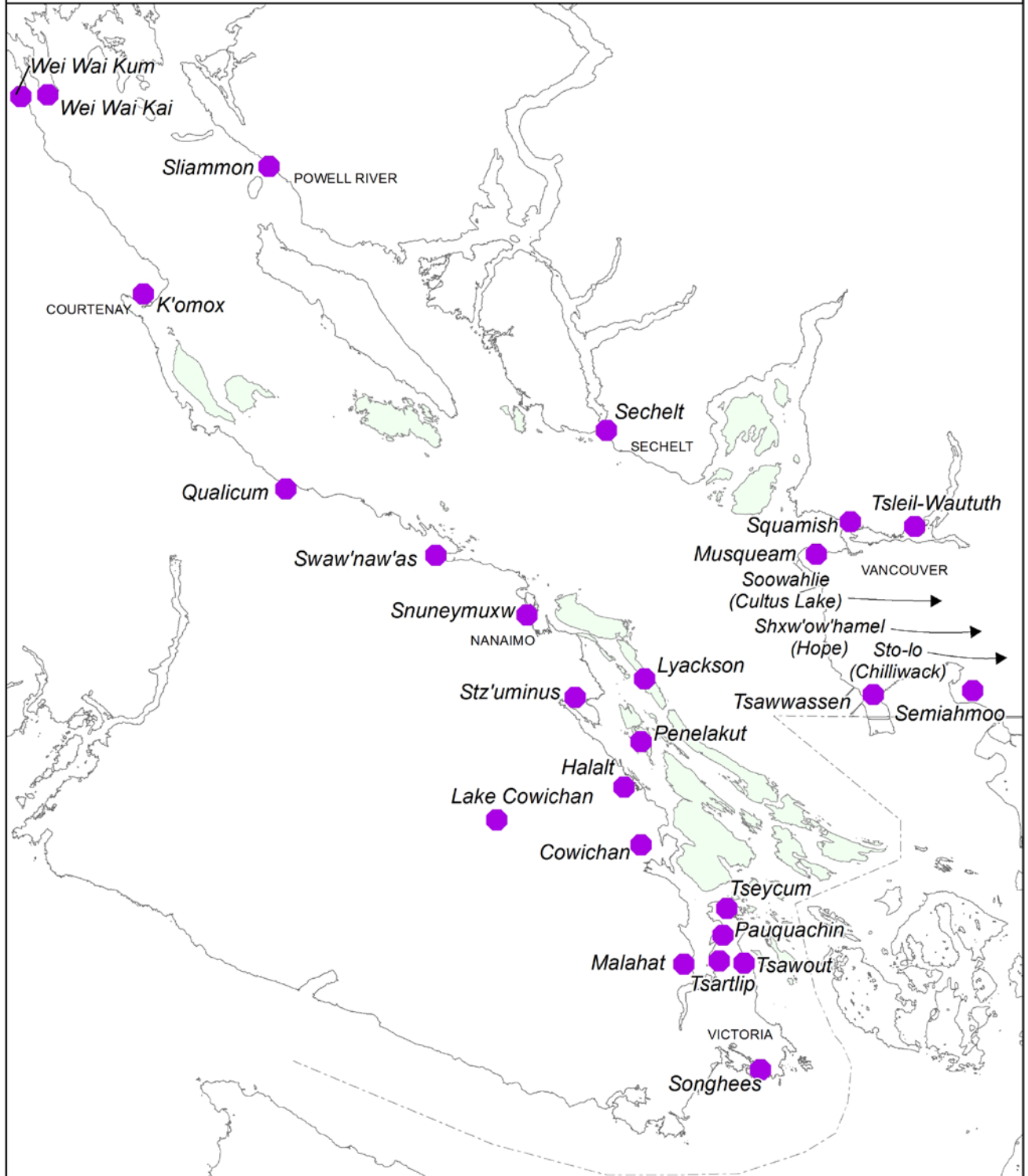
Step 3: Situation Assessment

The Islands Trust Council is made up of the 26 locally-elected officials of the Trust Area who are responsible for land use decisions in their island communities. Responsibility for other functions is covered by other local, municipal, provincial and federal agencies. In First Nations communities, the chief and council governance systems often overlap hereditary or traditional governance systems. Layered upon this are different categories of land tenure and legal issues (private, Crown land, unceded traditional territory). All these levels of authority make land use decision making challenging – for both the First Nations and the Islands Trust.

The Islands Trust Area is subject to the overlapping claims of over 20 different First Nations covering a large geographic area. The area contains many archaeological sites and cultural sites, as well as areas where traditional and cultural practices still take place. The Islands Trust has a unique mandate from the province to protect the environment and amenities of the islands, including heritage and traditional harvest areas.



First Nations with interests in Islands Trust Area Draft May 2012



Reserves within the Islands Trust Area

Gabriola

Ma-Guala #6

Gabriola Island #5

Valdes

Lyackson #3

Shingle Point #4

Porlier Pass #5

Penelakut Island

Penelakut Island #7

Tent Island #8

Galiano

Galiano #9

Halalt Island

Halalt Island #1

Mayne Island

Mayne Island #5

Salt Spring

Fulford Harbour #5

Pender

Pender Island #8

Saturna

Saturna Island #7

Bare Island

Bare Island #9



Phase 2: Where do we want to go?

The working group went through a process to develop a draft Vision and Mission Statement to guide the strategy, and a set of objectives with which to evaluate actions. The following was proposed by the working group at the March 14th Workshop.

Step 4: Vision

The vision is meant to provide a clear and powerful snapshot of “Where do we want to go?” In a general way, it outlines the core values and principles that are central to what the strategy is all about. It helps to answer the question, “Why?” in broad, clear terms. The mission statement is more purpose oriented. Below are the vision and mission statements developed by the First Nations working group.

Vision

To have enduring relationships with First Nations based on trust, honour and goodwill.

Mission

To respect First Nations constitutional rights while carrying out the object of the Islands Trust.

Step 5: Issues and Objectives

Creating clear objectives is important because it helps to identify the values that will drive the actions within the strategy. The first step was to identify the most pressing goals and issues for the Island Trust in consulting with First Nations. Next, the First Nations working group organized these into succinct objectives. The objectives are used to design the framework for the strategy, and to guide actions. Working from the objectives ensures that the strategy remains consistent with the values driving it. The objectives can also be used as the foundation for monitoring and evaluating the success of the strategy over time.

The following nine fundamental objectives were identified and agreed on by the working group:

- **Improve working relationships with First Nations**
- **Address legislative requirements for consultation**
- **Support traditional use and cultural practices**
- **Support protection of First Nations archaeological and of heritage sites**
- **Acknowledge/avoid infringement of First Nations constitutional rights and title**
- **Support First Nations in having their interest represented**
- **Enhance organizational Image**
- **Minimize community conflict**
- **Maximize cost efficiency**

These nine objectives are set out in the table below alongside a description of the current situation. The objectives were then discussed in terms of a five-year time horizon – how much change could be achieved within each objective in five years if sufficient resources were devoted to achieving it. The table below summarizes the information gathered.

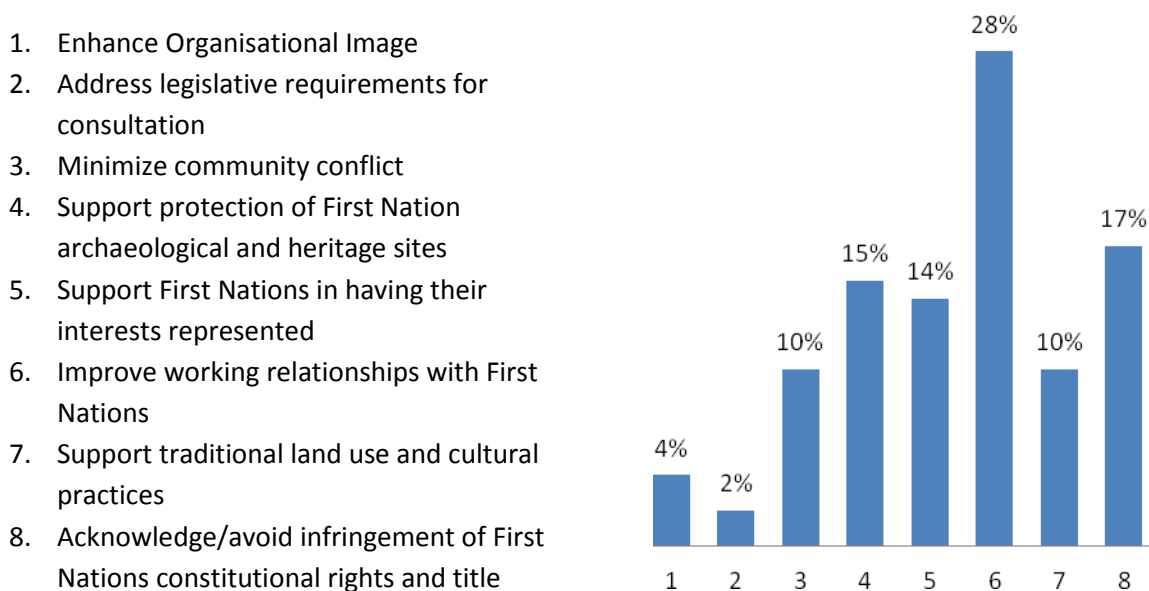
Table 2: Objectives and Potential Changes in a five-year Time Horizon

Objectives	Current Situation	Future Situation (five years)
Improve working relationships with First Nations	Relationships are sporadic and inconsistent. Limited communications. Little progress.	Regular, consistent, proactive communication with receptive FN. Know where we stand with each FN.
Address legislative requirements for consultation	Exceed legislative requirements.	Exceed legislative requirements. Be a model government.
Support traditional use and cultural practices	Support through Trust Fund Board property management plans. Limited trust and access to knowledge.	Policy that recognizes and supports traditional use and practices. Improved trust and relationships.
Support protection of First Nations archaeological and of heritage sites	Right now doing only the last step. Currently checking provincial database and informing land owners. Some LTCs have policies/regulations in place.	Policy and regulations in place for protection across the islands trust area. Use IT Act section 8 powers re mandate to preserve heritage. Trust Fund Board protects archaeological and heritage sites on its properties through its management planning process
Acknowledge/avoid infringement of First Nations constitutional rights and title	Limited knowledge/ understanding regarding FN rights and titles in the Islands Trust Area. Responding reactively only.	FN rights and titles are acknowledged in policy development. Improved organizational understanding of Aboriginal Rights and Title.

Support First Nations in having their interest represented	Limited/diffused awareness of FN interest. Limited collaboration with and leadership from senior levels of government	Organizational support for ensuring FN interests are represented early on the process. Consistent/proactive response through improved relationship.
Enhance Organizational Image	Current image on this topic is uneven and unknown, but assumed poor with some First Nations.	Become role model. Strong leadership / success celebrated. Good communications.
Minimize community conflict	LTC and Trust Council minimize conflict by avoiding issues. FN interests are perceived as a threat to constituents. Islands Trust now spectators in the treaty process.	Build knowledge and understanding so relationship with FN is non-threatening to constituents. FN/Trust participants in the land use planning.

The working group then weighted the objectives according to importance *of the potential change* that could be achieved over the next five years to get a sense of priority actions. Each working group member conducted this exercise independently and there was a high level of agreement between most members. The working group concluded that the average weights shown below were a reasonable proxy for the group as a whole. These weights are important to help the working group design strategy alternatives. Individual weights would be used to evaluate and prioritize the action strategies. The working group decided that the objective of **Cost Effectiveness** would be considered as a Stage 2 evaluation once strategy actions were detailed and budgeted. Therefore, this objective is not included in the chart below outlining priorities for the consultation strategy.

Figure 3: Weighted Objectives



The lowest weight was given to the objective **addressing legislative requirements for consultation** since this is an area over which the IT has little control and IT is currently committed to exceeding the requirements. First Nations may not agree that the existing legislative framework sufficiently protects their interests, so exceeding them is a positive step. **Improving working relationships with First Nations** stands out as the most important objective by a considerable margin (28%). Most of the other objectives carried weight of approximately 10%-15%.



Phase 3: How do we get there?

This phase of the process involves strategy development, analysis, and actions. After evaluating the objectives, the working group identified options for action and, organised them in a plan, sorting actions in essential, quick start and longer term actions. Only the longer term actions were evaluated and prioritized.

Step 6: Actions

- **Essential Actions** – actions that are a pre-requisite for consulting with First Nations in the Islands Trust area.
- **Quick Start Actions** – actions that the working group identified as important and can be started right away without requiring significant resources or approval.
- **Longer Term Actions** – more significant actions that require resources and approval from management or council.

Essential Actions	Description
Clarify our role	Get clarity on where IT has authority & does not have authority (as case law & legislation evolves)
Know our First Nations partners and neighbours	Confirm list of FNs affected for all three regional offices. So far only the Northern office has used the Consultative Areas Database (CAD). This will contribute to the development of the information system/database.

Quick Start Actions	Description
Develop a First Nations Database	Different staff and trustees are working with the same FNs. Build a resource list/initiate information system to enable permanent records of everyone's experiences and knowledge. Identify & coordinate FN resources at IT – a centralized way of knowing what everyone is doing, when the next FN election is, next AGM, (e.g., SharePoint or other software).
Develop a First Nations enhancements funding strategy	Seek BC & Federal funding for First Nations/Local government relationship building so that we can better collaborate for the benefit of all British Columbians.
Support knowledgeable decision makers	Trustee orientation on First Nations issues, so that it matches staff knowledge.
Stay proactive and follow up	Regular check-ins with First Nations partners, follow-up phone calls, so that we maintain relationships and identify potential issues before they arise.
Keep First Nations partners on the agenda	Building and maintaining relationships with 20+ First Nations is a significant undertaking and should be included as a regular item on our business agendas
Improve our correspondence	Developing correspondence template letter that recognizes the Constitutional rights and titles of First Nations, and incorporates respectful language, avoiding “oppressive” language and jargon like crown land, and stakeholders. For example, using language consistent with Section 35 of Canada's Constitution (“avoid infringement”).
Provide cultural sensitivity training for all IT council and staff	Ensure that sensitivity to FN permeates all aspects of operations and IT protocols, including booking facilities.
Explore opportunities to support stakeholders	Seek ways to comment earlier in the referral process, e.g. of the Integrated Land Management Bureau. For a more detailed list of opportunities, see Appendix A .

Longer Term Actions	Description
Increase Islands Trust Capacity - First Nation Liaison / First Nation specialist	New position or new role in existing position. -- Increase IT capacity (e.g. Get a mandate/policy from Council for this function through the strategic plan – build job description for a FN liaison / specialist on staff – integrate FN work into everything we do)
Regular relationship building	Regular relationship building: meetings, phone check-ins, staff to staff meetings; offer proactive education on how local planning works – how they can interact with it.
Undertake a structured interest-based process	Ask FN how we could help better represent their interests and use it to build a database that will expand as we learn more. Develop an interactive/proactive process to understand what FN issues are and IT role. Need a mechanism to address concerns that the bylaw process cannot.
Explore the utilization of Section 8 of the <i>Islands Trust Act</i> (re mandate to preserve heritage)	Excerpts from Section 8: • (f) engage in activities to gain knowledge about the history and heritage of the trust area and to increase public awareness, understanding and appreciation of that history and heritage, • (g) conserve heritage property, • (h) support and give financial assistance to activities referred to in paragraphs (f) and (g) that are undertaken by others
Amend Islands Trust Policy Statement	Consider how to amend Policy Statement to include / prioritize FN topics
Improve referral process for bylaws and OCPs	Embed some tools / checklists for staff doing referrals – e.g. who to call. Do more than legislative requirement. There is a practical aspect but it also improves relationships and creates a more durable plan.
Develop/implement more agreements	Examples include memorandums of understanding, protocol agreements and co-management agreements.
Develop First Nation “guidelines” for IT	Need better guidance – e.g. to define roles and to understand the Province’s new consultative area database. Need some procedures to ensure consistency from term to term / staff to staff.
Formal relationship building	Explore desirability of sending a delegation to FN Chief & Councils, attending Band AGMs; arrange meetings with FN & trustees (C2C)
Staff exchange	Bring FN staff into our organization and/or send an IT planner to an FN land use office. (Discuss with Parks Canada who have similar program)
First Nation speaker series for IT	Education, stewardship, awareness re heritage sites – e.g. invite elders to meetings. Invite FN speaker to address council (include a meal) – consider budget item for that – also sensitive to which traditional territory we are meeting in.
Update Islands Trust protocol with Integrated Land Management Bureau (ILMB) responsible for Crown Land to include First Nation referral steps.	IT staff are currently working with the province to revise IT’s 1994 Protocol & LOU regarding Crown lands in the Trust Area.

The Longer Term Actions require differing levels of institutional commitment, resources and staff support. Underlying all these actions is the desire and need for an organization-wide shift in perspective towards First Nations in order for this to have impact. Even booking a venue for an event may be controversial from a First Nations perspective.

One of the objectives the working group identified earlier in the process was **Cost Effectiveness**. Working group members agreed that this would be better considered as part of an evaluation once strategy actions were detailed and budgeted. The table below is part of that second stage evaluation process. It both identifies these action strategy alternatives, and describes the level of institutional support they require.

Although the priorities are listed by rank below, these are resource dependent and the level of effort, funding and approval needed may affect the sequencing of actions over time

Longer Term Actions, Approval Requirements and Funding Considerations (ranked by working group)

Rank	Longer Term Actions	Level of Approval Required				Funding Required	Notes
		Management only	LTC Only	Executive Only	Executive and Council		
1	Increase IT Capacity - First Nation Liaison/ First Nation specialist				X	Yes (or reallocate existing resources)	Strategic plan authority & budget approval needed
2 (tie)	Regular relationship building	X			X	Maybe	
2 (tie)	Undertake a structured interest-based process				X	Yes	Strategic plan authority & budget approval needed
3	Develop centralized First Nation information system	X			X	Maybe (could be built in house)	Strategic plan authority & budget approval needed

Rank	Longer Term Actions	Level of Approval Required				Funding Required	Notes
		Management only	LTC Only	Executive Only	Executive and Council		
4	Explore the utilization of Section 8 (cultural heritage) of the <i>Islands Trust Act</i>				X	Yes	Strategic plan authority & budget approval needed
5	Amend Policy Statement				X	Yes	Strategic plan authority & budget approval needed
6	Improve bylaw referral process	X				Maybe	
7	Develop/implement more agreements				X	Yes	Strategic plan authority & budget approval needed
8	Develop First Nation guiding documents for IT	X				Yes	Legal review
9	Formal relationship building		X	X	X	Yes	Strategic plan authority & budget approval needed
10	Staff exchange	X			X (esp. if funding required)	Maybe	
11	First Nation speaker series for IT			X		Yes	
Not Ranked - Added later	Update Islands Trust protocol with ministry responsible for Crown Land to include First Nation referral steps.				X	No	Strategic plan authority needed

Next Steps

The next phase of the strategy is to start on the essential actions and some of the quick start actions, as well as begin the process of turning the priority action strategies into a solid implementation plan. The steps listed below are now underway.

- Managers will review the actions and begin to work on quick start actions (e.g. initiate a basic First Nations database for immediate use).
- Present the strategy to Trust Council to seek support for further action and / or refinement of the strategy.
- Have a Trust Council First Nations orientation session and ongoing training. This is to ensure that the Trust Council has the most current and relevant information, and to ensure their input into the action implementation, a Trust Council First Nations Orientation will be organized.
- Build a business case to justify each action's cost effectiveness. Assess each action based on the objectives, risks and the institution support required.
- Monitor, evaluate and revise the strategy to keep it working, according to changing circumstances using "measurable" indicators of success.

Appendix A

Agencies	Role/ responsibility	Issues & challenges	Main contact (contact info)	Potential IT actions
Islands Trust				
Trust Council	To implement the Trust mandate, while working to ensure that Constitutionally protected Aboriginal rights are not unjustifiably infringed upon	• Coordination between agencies in the Trust Area • Advocacy to protect values that may conflict with First Nation economic interests • Interests in protecting Crown Land	Lisa Gordon	Consider options for implementing First Nation strategy
Trust Fund Board	Protecting and managing land for the purpose of carrying out the object of the Trust	• Land acquisition (including Crown Land) requires First Nation consent. • Limited funds for acquisition • Growing number of properties to manage • Property management plans are referred to First Nations	Jennifer Eliason	Explore ways to encourage First Nations participation in property management planning
LTCs	To represent their community while implementing the Islands Trust mandate	• Land use planning function on non-reserve lands only • Interests in protecting Crown Land		
Bowen Island Municipality	To represent their community while implementing the Islands Trust mandate	• Land use planning function on non-reserve lands only • Interests in protecting Crown Land • Services and ownership of assets	Regional Planning Managers	As directed by work programs

Agencies	Role/ responsibility	Issues & challenges	Main contact (contact info)	Potential IT actions
Provincial agencies				
Government of BC	To consult and accommodate Aboriginal Peoples on land and resource decisions that could impact their Constitutionally protected rights, while representing the interests of all British Columbians	- Conflicts legal vs legislative - Project/ process - Legislation/ restriction		
Archaeology Branch	Legislation and issuance of Heritage Alteration Permits	- Shortage of resources to enforce Heritage legislation - Heritage legislation insufficient for protecting archaeological sites		- Explore opportunities to enhance RD Building Inspection Service access to RAAD - Share lists of FN preferred/ trusted archaeologists between regional offices
Ministry of Transportation	Approving officer for subdivision			
ILMB (Integrated Land Management Bureau)	Crown land and resource authorizations; water leases (docks and aquaculture)	- Leases have been issued contrary to local zoning - Application process does not inform applicants that local regulations should be verified early on in the process - Aquaculture lease currently in transition (negotiation with DFO)		Explore opportunities for ensuring that IT comments early on in the referral process
Ministry of Forests, Lands and Resource Operations (Major Projects, FNs & Community Opportunities Division)	- Coordinating interagency consultation with First Nations - Negotiating agreements with First Nations to improve the investment climate & reduce consultation volume	Forest tenures – no clear policy for LTCs to comment on Aboriginal applications	Executive Director, Tenures (Duncan Williams)	Explore reviewing and possibly refining Consultative Areas Database

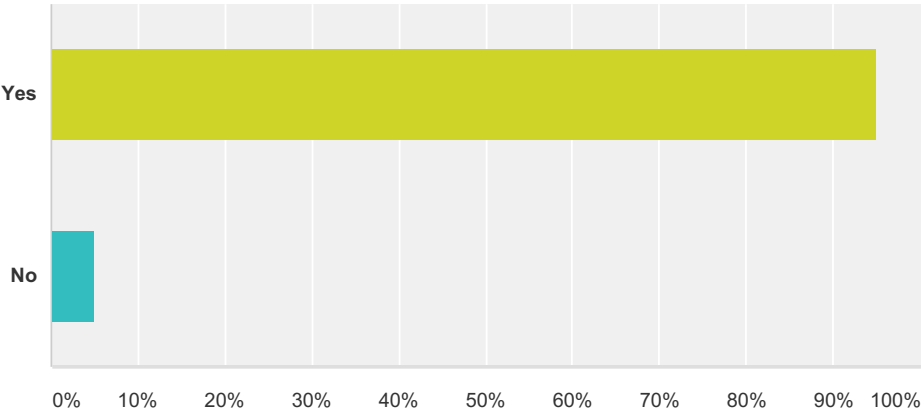
Agencies	Role/ responsibility	Issues & challenges	Main contact (contact info)	Potential IT actions
Ministry of Community, Sport and Cultural Development	- Ministerial review of all OCPs (& amendments) - Build trust between Local Governments and First Nations - Creates legislative framework	- New Consultative Areas Database identifies a list of affected FNs that includes some FNs not previously consulted - Ministry now requires that we demonstrate we have consulted with all the First Nations on this new list prior to approving OCPs		- Review language used in Protocol Agreements - Explore reviewing and possibly refining Consultative Areas Database
Min of Agriculture	Protection of farm land and the right to farm (including aquaculture)	Agricultural Plans and agroforestry initiatives may have overlap with FN issues/ jurisdiction		
Min of Aboriginal Relations and Reconciliation	Working to achieve reconciliation with Aboriginal peoples.			Islands Trust may have no role in the work of this Ministry over the time frame of the strategy
Government of Canada				
Fisheries and Oceans Canada	- Implementing <i>Fisheries Act</i> - Approval required for aquaculture projects - SARA (<i>Species At Risk Act</i>) for aquatic species	Confusing roles re federal jurisdiction on aquaculture / shorelines (Province issues tenures and Canada issues licenses)		
Parks Canada	- National marine conservation area - Species at Risk Act in parks & protected areas - other natural and cultural heritage	Potential for future co-management agreements with First Nations?		Explore opportunities for making use of existing established and trusted relationships between agency and First Nations

Agencies	Role/ responsibility	Issues & challenges	Main contact (contact info)	Potential IT actions
Environment Canada	Species at Risk Act for non-aquatic species	Environmental Impact Assessment required for any and all development on First Nation lands		Explore opportunities for making use of existing established and trusted relationships between agency and First Nations
Aboriginal Affairs and Northern Development Canada	Maintains ownership of reserve lands / fiduciary duty for Aboriginal peoples	Little immediate impact on Islands Trust work, but highly relevant agency for First Nations		Explore opportunities for making use of existing established and trusted relationships between agency and First Nations
Other local governments				
Regional Districts (7)	- Responsible to own communities - Deliver essential services - Bylaw enforcement	- Regional Districts have building permit authority in most LTAs – issue BPs on archaeological sites without informing Archaeology Branch or requiring permits - BBuilding Inspection service in some LTAs do not use the Remote Access to Archaeological Data (RAAD)		Explore opportunities to build alliances on shared interests
Neighbouring municipalities	Responsible to own community	Little immediate impact on IT work, but may be relevant for FNs		Explore opportunities to build alliances on shared interests

Agencies	Role/ responsibility	Issues & challenges	Main contact (contact info)	Potential IT actions
Island communities				
Developers / contractors	- Often unaware of responsibilities under heritage legislation - Occasional negligence	- Need to know where archaeological sites are, how to identify and what to do when found - Need clarity on role of Building Inspection and referrals to LTCs	Building Inspectors	Explore opportunities to build alliances on shared interests
Tourism / recreation sector	Business and some conservation interests	- Conflict with camping on (ocean-front) archaeological sites - Often unaware of responsibilities under heritage legislation - Loss of economic benefit for FN - Potential zoning bylaw infraction	Managers	- Explore opportunities to build alliances on shared interests - Consider developing an inventory of their publications and explore using this resource for communicating issues
Interest groups / NGOs / ENGOs	Lobby / advocate for specific issues	May have overlapping interest	Managers	- determine the reading list/ upcoming events of specific groups to communicate issues - Explore opportunities to build alliances on shared interests
Landowners	Often unaware of responsibilities under heritage legislation	- Often disconnected from historical / legal context - Often surprised / unhappy when implicated with FN land issues		Take advantage of opportunities for promoting public education and awareness
Hunting / fishing groups				Explore opportunities to build alliances on shared interests

Q1 Do you agree with this vision and mission?

Answered: 20 Skipped: 0



Answer Choices	Responses	
Yes	95.00%	19
No	5.00%	1
Total		20

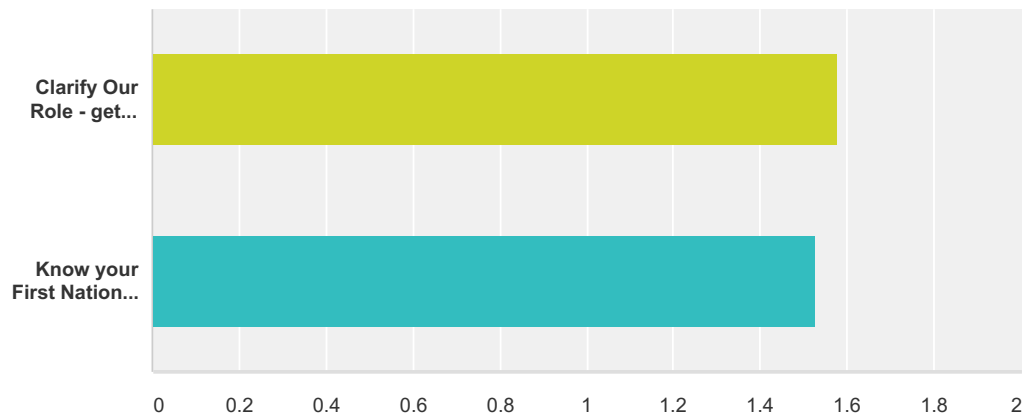
Q2 Please propose an alternative vision and mission.

Answered: 1 Skipped: 19

#	Responses	Date
1	the word "mutual" needs to be inserted before the word "trust"	5/15/2015 5:48 PM

Q3 How important would you rate the two Essential Actions (listed below) identified in the Draft First Nations Working Group Report?

Answered: 19 Skipped: 1



	Very Important	Somewhat Important	Not Important	Total	Weighted Average
Clarify Our Role - get clarity on where Islands Trust has authority and does not have authority (as case law and legislation evolves).	42.11% 8	57.89% 11	0.00% 0	19	1.58
Know your First Nation partners and neighbours - Confirm list of First Nations affected for all three regional offices (this would contribute to the development of an information system database.	52.63% 10	42.11% 8	5.26% 1	19	1.53

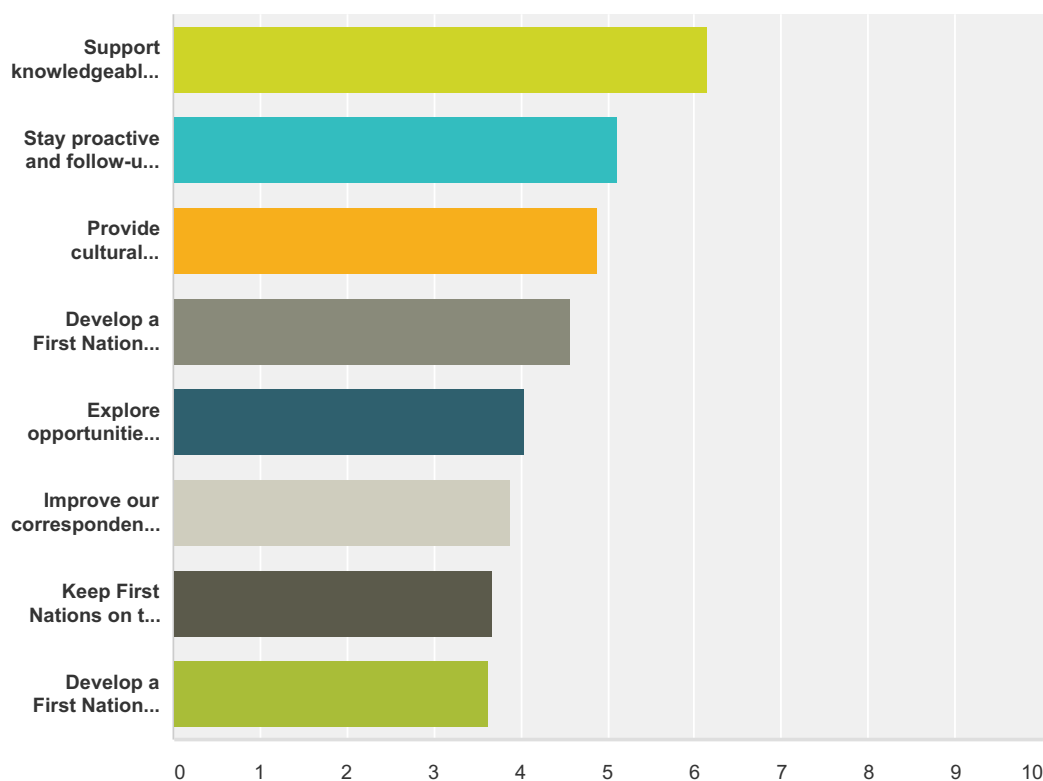
Q4 Any additional Essential Actions that should be considered?

Answered: 9 Skipped: 11

#	Responses	Date
1	Include Bowen Island in your plans, please. As a Bowen Trustee I have no contact with any regional office. Yet I see our neighbouring First Nations as potentially powerful allies that I have begun to cultivate and would not want to offend through lack of information. Also can we clarify the wording First Nations "affected" - this sounds like we are going to be a problem for them, which I am sure is not what is intended to be conveyed.	5/18/2015 5:13 PM
2	Coordinate referrals to First Nations across all units of the Islands Trust (LPS and TFB); Build internal staff knowledge; Establish a database of First Nations information; including ongoing communication with them.	5/14/2015 8:09 AM
3	Have we already determined that an information system database is necessary? Was this brought to Trust Council?	5/14/2015 8:01 AM
4	Define where our duty to consult First Nations interfaces and overlaps with that of the Province.	5/14/2015 7:42 AM
5	determine primary FN for each individual island or trust area and determine # of FN residence/representative on each island	5/12/2015 8:14 PM
6	Make contact with and establish a positive relationship with the First Nations affected.	5/8/2015 1:07 PM
7	Prepare a briefing of historic interactions between IT and these FN groups. Prepare a briefing about any significant FN cultural beliefs and practices that might affect interactions or discussions with IT. Include descriptions of their governance structures and practices.	5/8/2015 11:32 AM
8	establish 1 on 1 relations do not spend time on bureaucratic level consultations	5/8/2015 8:57 AM
9	no, but I would comment that both of the above are and will probably continue to be changing, and so it may not make sense to put too many resources in their direction.	5/7/2015 7:50 PM

Q5 Please rank these in order of importance to you, with "1" being the thing you would like to see happen in the next 12 months and "8" be the least important (this list will re-order as you enter values, with your first choice being at the top)

Answered: 19 Skipped: 1



	1	2	3	4	5	6	7	8	Total	Score
Support knowledgeable decision makers - trustee orientation/training on First Nation issues.	42.11% 8	10.53% 2	15.79% 3	0.00% 0	21.05% 4	5.26% 1	5.26% 1	0.00% 0	19	6.16
Stay proactive and follow-up - regular check-ins with First Nations, follow-up phone calls, meetings, etc.	15.79% 3	5.26% 1	26.32% 5	10.53% 2	10.53% 2	31.58% 6	0.00% 0	0.00% 0	19	5.11
Provide cultural sensitivity training for all Islands Trust Council and staff - ensure sensitivity to First Nations permeates all aspects of the Islands Trust operations and protocols.	5.26% 1	21.05% 4	5.26% 1	36.84% 7	5.26% 1	15.79% 3	5.26% 1	5.26% 1	19	4.89
Develop a First Nations database - create a centralized way of knowing what everyone is doing, such as First Nation elections, meeting dates, etc.	10.53% 2	15.79% 3	10.53% 2	15.79% 3	15.79% 3	5.26% 1	15.79% 3	10.53% 2	19	4.58

Explore opportunities to support stakeholders - seek ways to comment earlier in the referral process.	15.79% 3	15.79% 3	10.53% 2	5.26% 1	5.26% 1	0.00% 0	10.53% 2	36.84% 7	19	4.05
Improve our correspondence - develop template letters that recognize constitutional rights and titles of First Nations and incorporates respectful language.	10.53% 2	5.26% 1	15.79% 3	10.53% 2	15.79% 3	0.00% 0	15.79% 3	26.32% 5	19	3.89
Keep First Nations on the agenda - include First Nations relationship on the local trust committees' agendas	0.00% 0	21.05% 4	5.26% 1	5.26% 1	10.53% 2	15.79% 3	31.58% 6	10.53% 2	19	3.68
Develop a First Nations enhancement funding strategy - seek BC and Federal funding for First Nations/local trust committee relationship building	0.00% 0	5.26% 1	10.53% 2	15.79% 3	15.79% 3	26.32% 5	15.79% 3	10.53% 2	19	3.63

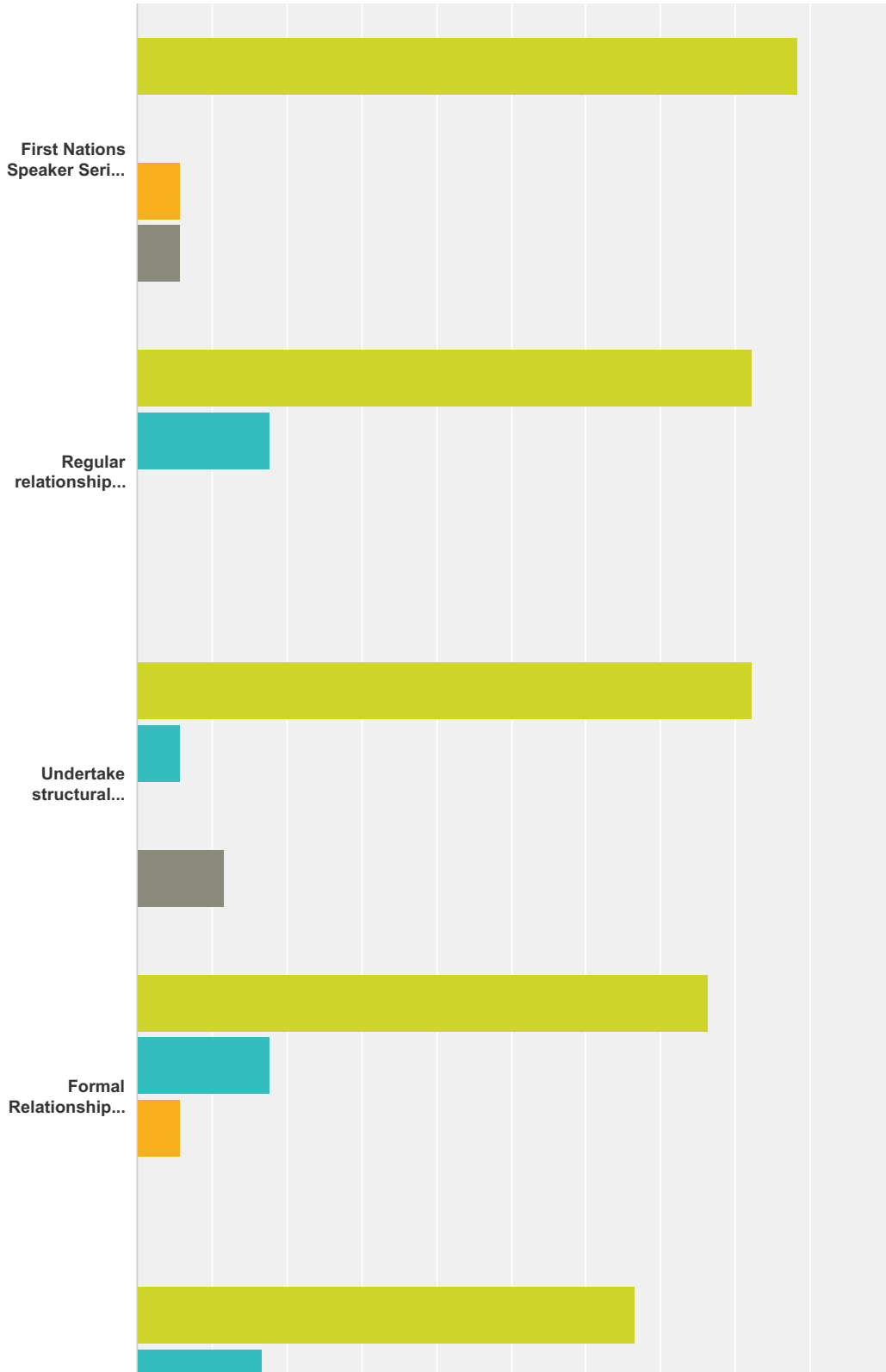
Q6 Any additional Quick Start Actions you think could be accomplished within the next 12 months using a one-time budget of \$50,000 and existing staff resources (i.e. that do not require additional resources)?

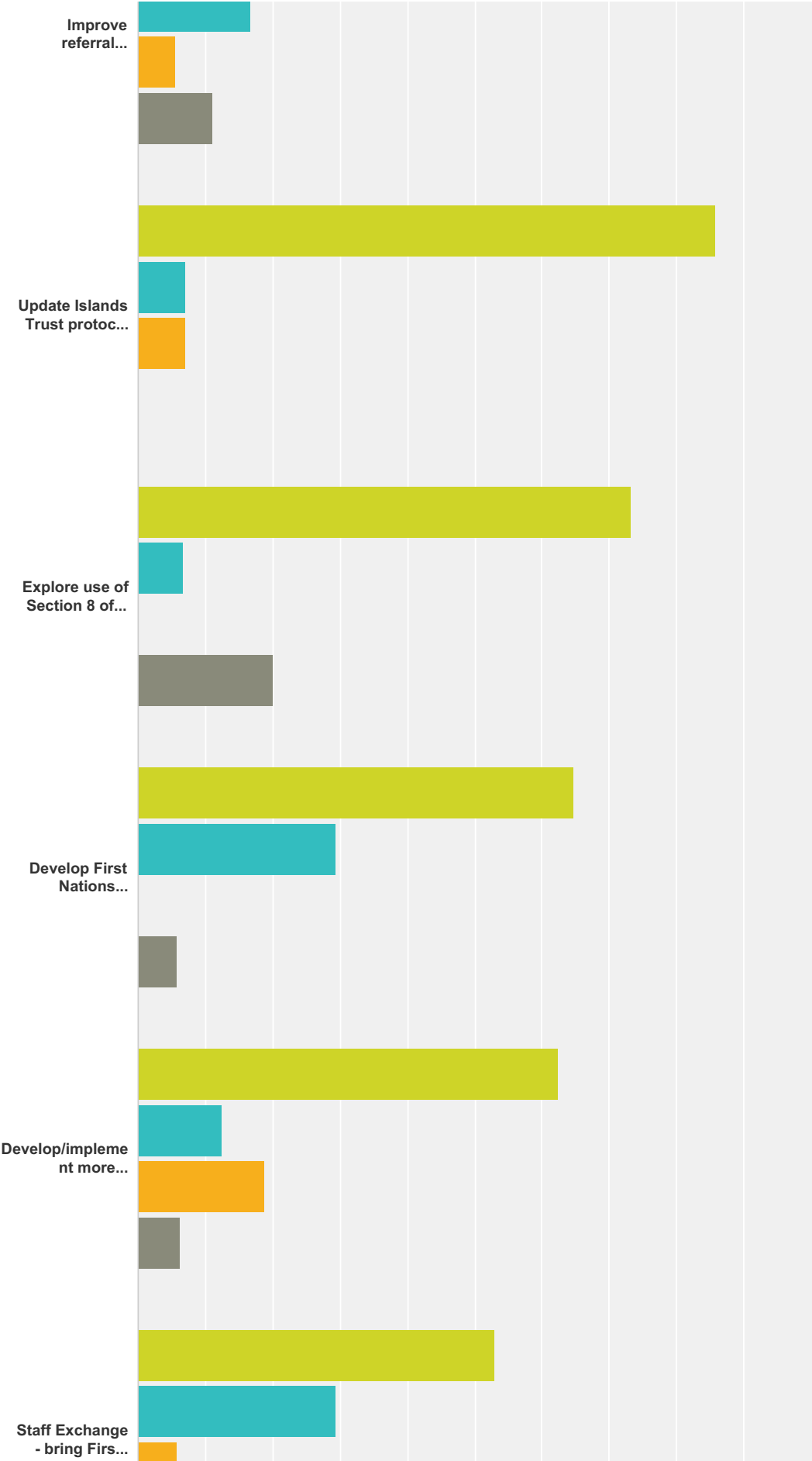
Answered: 8 Skipped: 12

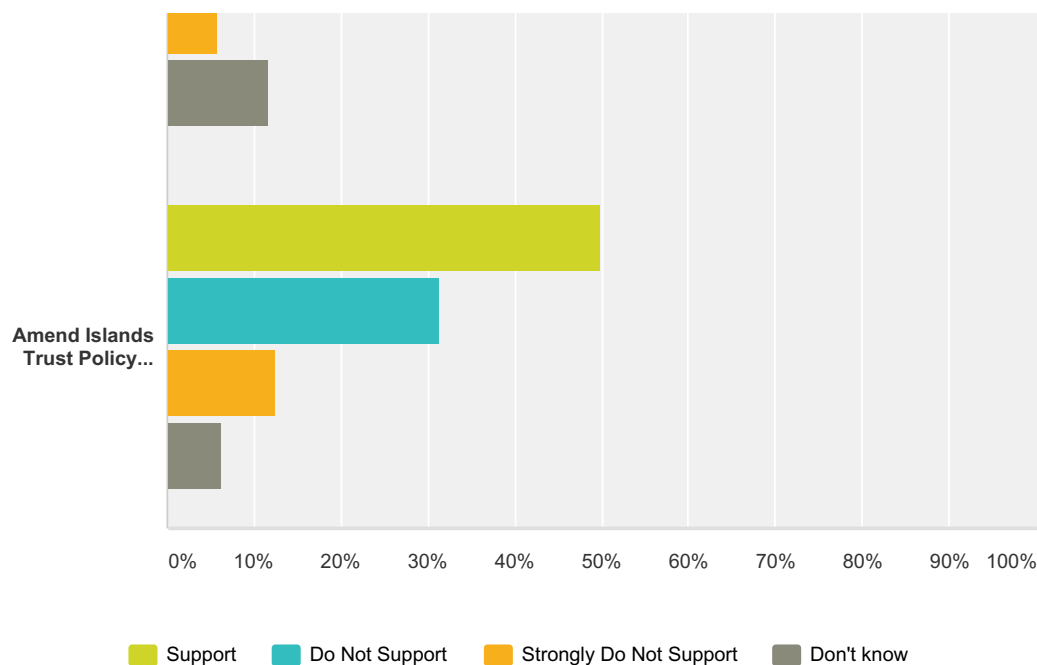
#	Responses	Date
1	Share IT data and maps with First Nation communities. I saw how Squamish Nation appreciated Peter/IT for sharing sponge reef data at the Howe Sound Forum May 1st. I offered Bowen's heron nesting data, they were happy to accept.	5/18/2015 5:35 PM
2	some LTC's have more FN interactions than others so freedom for LTC's to be more engaged on an individual basis	5/14/2015 8:40 AM
3	Develop database	5/14/2015 8:11 AM
4	Invite one first nations representative to each and every trust council.	5/14/2015 7:44 AM
5	Include FN chief or a council delegate or elder to join council for lunch and or relevent sessions	5/12/2015 8:22 PM
6	Arrange face to face meetings. Consider one large meeting, possibly in Nanaimo? Lets hear what they want from us.	5/8/2015 11:38 AM
7	The first 3 items are high priority We need direct contact not office-to-office	5/8/2015 9:03 AM
8	1) Trustee "retreat" (one - three days) to focus on FN issues, including orientation/training in cultural sensitivity, legal issues, and the competencies needed to successfully pursue our goals, and to work on a FN strategy, and/or material on FN issues for the Policy Statement.	5/7/2015 7:59 PM

**Q7 For each one of the Longer Term
Actions listed, please indicate your level of
support for undertaking that action this
term (2014-2018).**

Answered: 18 Skipped: 2







	Support	Do Not Support	Strongly Do Not Support	Don't know	Total
First Nations Speaker Series - invite elders or other First Nation speakers to speak at meetings of Trust council or local trust committees.	88.24% 15	0.00% 0	5.88% 1	5.88% 1	17
Regular relationship building - proactive meetings, phone-check-ins, education with First Nations	82.35% 14	17.65% 3	0.00% 0	0.00% 0	17
Undertake structural interest-based process - Ask First Nations how we could better represent their interests, develop interactive/proactive process to understand First Nations issues.	82.35% 14	5.88% 1	0.00% 0	11.76% 2	17
Formal Relationship Building - explore desirability of sending a delegation to First Nations Chief and Councils, attending Band AGMs, meetings with trustees and First Nations.	76.47% 13	17.65% 3	5.88% 1	0.00% 0	17
Improve referral process for bylaws and OCPS - improve tools and process for referral to First Nations	66.67% 12	16.67% 3	5.56% 1	11.11% 2	18
Update Islands Trust protocol with Provincial agency responsible for Crown lands to include First Nations referral step - staff are currently working with the province to revise the protocol agreements generally	85.71% 12	7.14% 1	7.14% 1	0.00% 0	14
Explore use of Section 8 of the Islands Trust Act - engage in activities to gain knowledge about history and heritage of the Trust Area, increase public awareness of that history and heritage, conserve heritage property, give financial assistance.	73.33% 11	6.67% 1	0.00% 0	20.00% 3	15
Develop First Nations "guidelines" for Islands Trust - define roles and procedures for engaging First Nations.	64.71% 11	29.41% 5	0.00% 0	5.88% 1	17
Develop/implement more agreements - examples include memorandums of understanding, protocol agreements and co-management agreements.	62.50% 10	12.50% 2	18.75% 3	6.25% 1	16
Staff Exchange - bring First Nations staff into our organization and/or send staff to First Nations office.	52.94% 9	29.41% 5	5.88% 1	11.76% 2	17
Amend Islands Trust Policy Statement - consider how to amend the Policy Statement to include/prioritize First Nations topics.	50.00% 8	31.25% 5	12.50% 2	6.25% 1	16

Q8 Any additional Longer Term Actions you would like to see accomplished before the end of the term (November 2018), and indicate what additional resources (new budget, trustee or staff time) you would support allocating to those actions.

Answered: 3 Skipped: 17

#	Responses	Date
1	There are already many levels of groups and government working with the first nationa. Why is the Trust involved in this duplicate process	5/14/2015 10:26 AM
2	develop map overlays that show FN interests	5/12/2015 8:30 PM
3	1) engage our communitites in learning about and building relationships with First Nations, through communications materials, events, focus groups, maybe creation of First Nations Issues APCs. 2) encourage/support LTCs to include section on First Nations in OCPs (objectives, policies, etc, as well as historical and contemporary information about FN in the area, and including FN place names)	5/7/2015 8:04 PM

Q9 Are there any new ideas that have arisen through discussions in your community, at your LTC meetings or other venues that are not addressed in this survey and you would like to have considered? Or do you have any final ideas or comments on this topic?

Answered: 9 Skipped: 11

#	Responses	Date
1	As new trustee and from Bowen, I am not sure I understood all the questions, eg in q4: Explore opportunities to support stakeholders - seek ways to comment earlier in the referral process. Are First Nations the stakeholders and what comment when? I don't know so difficult to rank. On Bowen people are looking to Squamish Nation's parallel EA process for WoodFibre as a solid way to protect Howe Sound, more than what muni or IT can do. I don't get a sense of "potential powerful ally" from the wording of this survey but maybe Howe Sound is unique in trust area, not sure.	5/18/2015 5:53 PM
2	Community get togethers where history and family stories are shared with residents and First Nations peoples.	5/15/2015 5:55 PM
3	No,	5/14/2015 10:26 AM
4	each LTC has different levels of involvement so let them decide on degree of action, give budget funds to LTC's for engagement	5/14/2015 8:43 AM
5	research co-management of islets and crown lands support for community meetings regarding FN rezoning applications	5/12/2015 8:33 PM
6	Perhaps while we are developing this process we could also try harder in the whole Trust area to increase communication and goodwill amongst all.	5/11/2015 2:40 PM
7	Seek out common ground with our neighbouring First Nations and build on it by identifying areas of shared advocacy and proactively proposing advocacy partnerships. Also very interested in participating in workshops such as "Sharing the Village".	5/9/2015 8:58 PM
8	Host round table discussions Meet one-on-one Support First Nation initiatives Provide small cash donations	5/8/2015 9:09 AM
9	Providing conservation information such as eel grass, forage fish and ecosystem mapping	5/8/2015 8:48 AM



BRIEFING

To: Trust Council

For the Meeting of: June 23-25, 2015

From: Miles Drew, Bylaw Enforcement Manager

Date : May 13 ,2015

SUBJECT: BYLAW ENFORCEMENT REPORT

DESCRIPTION OF ISSUE:

A report on the number of enforcement files; organized by local trust area, and by the type of enforcement. Also included are reports on the status of open files and the length of time current files have been open.

BACKGROUND:

Attached are four tables and two pie charts that provide information on bylaw enforcement activity.

Table 1 shows the total number of bylaw enforcement files for each local trust area by fiscal year and the number of files remaining open at the end of the fiscal year. Information is provided for the 2012/13, 2013/14 and 2014/15 Fiscal years. For the current fiscal year the information is broken down by Quarter, in addition to providing a total for the 2014/15 Fiscal year.

Chart 1 shows the number of files open at the end of the most recent reporting Quarter.

Table 2 shows the number of open files by violation type. The table includes the more common categories of enforcement types. The "Other Land Use" column includes a mix of enforcement types that do not fit in the larger categories.

Chart 2 shows the percentage of open files by type.

Table 3 show the status of open files as well as the numbers of new and closed files during the most recent reporting Quarter.

Table 4 shows how long current bylaw enforcement files have been open.

COMMENT:

This quarter's statistical report shows a very stable situation. Fourteen files were closed eighteen new ones were opened. The fiscal year 14/15 ended with 241 open files, 9 fewer open files than fiscal 13/14 which ended with 250.

ATTACHMENT(S):

Bylaw Enforcement - File Volume
Bylaw Enforcement - Violation Type
Bylaw Enforcement - Status of Open Files
Bylaw Enforcement - Length of Time Files Have Been Open

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.

Prepared By: Miles Drew, Bylaw Enforcement Manager

Reviewed By/Date: David Marlbor, Director, Local Planning Services
Executive Committee

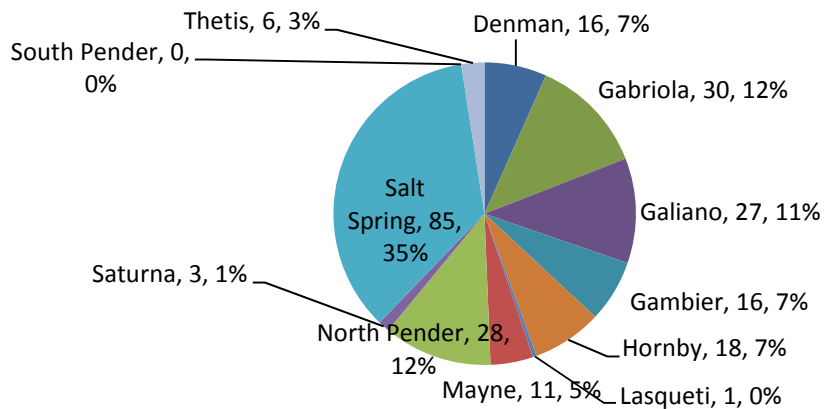
Chief Administrative Officer

Bylaw Enforcement - File Volume

TABLE 1

LTC	Fiscal 2012/13				Fiscal 2013/14				Fiscal 2014/15							
	Total	%	Open	%	Total	%	Open	%	Q1	Q2	Q3	Q4	YTD Total	YTD %	T Open	%
Denman	19	6%	18	6%	21	7%	14	6%	14	13	15	16	1	7%	16	7%
Executive	0	0%	0	0%	0	0%	0	0%	0	0	0	0	0	0%	0	0%
Gabriola	40	13%	40	14%	60	20%	51	20%	45	43	28	30	4	27%	30	12%
Galiano	25	8%	25	9%	32	11%	30	12%	28	24	28	27	0	0%	27	11%
Gambier	16	5%	16	6%	18	6%	17	7%	17	15	16	16	0	0%	16	7%
Hornby	17	6%	16	6%	16	5%	15	6%	16	15	18	18	0	0%	18	7%
Lasqueti	1	0%	1	0%	1	0%	1	0%	1	1	1	1	0	0%	1	0%
Mayne	8	3%	5	2%	10	3%	9	4%	12	6	8	11	1	7%	11	5%
North Pender	43	14%	40	14%	45	15%	36	14%	35	31	25	28	3	20%	28	12%
Saturna	8	3%	6	2%	6	2%	3	1%	3	4	3	3	0	0%	3	1%
Salt Spring	112	37%	104	37%	81	27%	66	26%	78	72	87	85	5	33%	85	35%
South Pender	1	0%	1	0%	1	0%	0	0%	0	0	0	0	0	0%	0	0%
Thetis	12	4%	10	4%	11	4%	8	3%	9	8	8	6	1	7%	6	2%
TOTAL	302	100%	282	100%	302	100%	250	100%	258	232	237	241	15	100%	241	100%

Chart 1: Open Files to Mar 31, 2015



LEGEND

YTD Total = Total number of open files year to date, including open files carried over from the previous quarter and files opened during the current reporting period.

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

Q1 = April 1 to June 30 - reported to September Trust Council

Q2 = July 1 to September 30, Report to December Trust Council

Q3 = October 1 to December 31, Reported to March Trust Council

Q4 = January 1 to March 31, Reported to June Trust Council

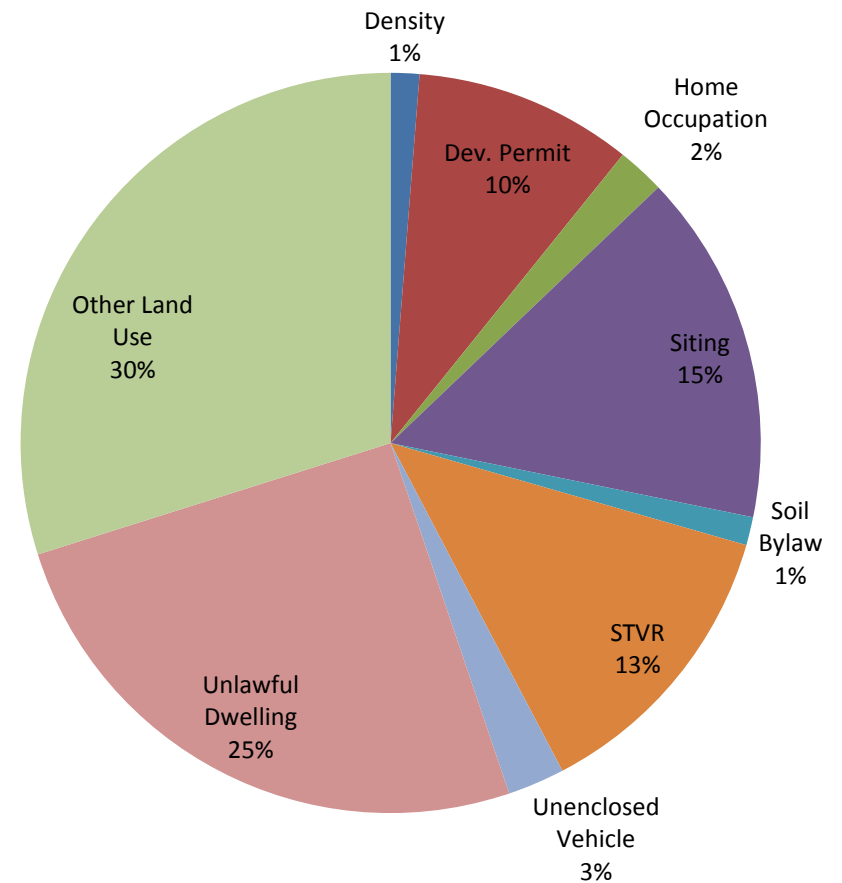
The numbers for each quarter are a running total of all open and closed files in the period.

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		6				1		5	4	16	7%
Executive										0	0%
Gabriola	2	3	1	5		4		8	7	30	12%
Galiano		1	1	6		3	2	6	8	27	11%
Gambier				6				1	9	16	7%
Hornby	1	1	1	4		2		6	3	18	7%
Lasqueti								1		1	0%
Mayne				2		6			3	11	5%
North Pender		1		5		8	2	5	7	28	12%
Saturna				2		1				3	1%
South Pender										0	0%
Salt Spring		11	2	4	3	6	2	29	28	85	35%
Thetis				3				0	3	6	2%
TOTALS	3	23	5	37	3	31	6	61	72	241	100%
%	1%	10%	2%	15%	1%	13%	2%	25%	30%	100%	

Chart 2: Open Files by Type



Bylaw Enforcement - Status of Open Files

Table 3

Local Trust Area	2014/2015 3rd Quarter (Jan 1- Mar 31)				Proceeding to Compliance	On Hold			Litigation	TOTAL
	OPEN Start of Quarter	NEW	CLOSED	OPEN End of Quarter		Application in to LTC	LTC Direction	Staff Direction*		
Denman	15	1	0	16	11		3	1	1	16
Executive	0	0	0	0						0
Gabriola	28	4	2	30	24	1	4	1		30
Galiano	28	0	1	27	13	2		10	2	27
Gambier	16	0	0	16	8		5	1	2	16
Hornby	18	0	0	18	11		6	1		18
Lasqueti	1	0	0	1	1					1
Mayne	8	4	1	11	11	0				11
North Pender	25	4	1	28	14	2	8	1	3	28
Saturna	3	0	0	3	3		0			3
Salt Spring	87	5	7	85	47	3	6	29	0	85
South Pender	0	0	0	0						0
Thetis	8	0	2	6	6					6
Total	237	18	14	241	149	8	32	44	8	241
Percentage					62%	3%	13%	18%	3%	100%

* "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.

Bylaw Enforcement - Length of Time Files Have Been Open

Table 4

Local Trust Area	<1 year	1-5 Years	> 5 years	Total Open Files
Denman	3	11	2	16
Executive				0
Gabriola	12	15	3	30
Galiano	1	16	10	27
Gambier	1	6	9	16
Hornby	0	13	5	18
Lasqueti		0	1	1
Mayne	6	4	1	11
North Pender	6	18	4	28
Saturna	1	0	2	3
Salt Spring	33	26	26	85
South Pender				0
Thetis	4	1	1	6
TOTAL	67	110	64	241
PERCENTAGE	28%	46%	27%	

CHIEF ADMINISTRATIVE OFFICER 2015-2016 FOURTH QUARTER REPORT

Date: June 8, 2015

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
<u>1. TRUST COUNCIL & TRUSTEES</u> • Supervise all decisions and briefings to Trust Council • Supervise implementation of Trust Council decisions • Undertake and supervise quarterly meeting preparation ◦ Council sessions – 2 <i>in camera</i> sessions, BC Ferries, San Juan County, Strategic Planning • Strategic planning – consultation with LTCs, Council Committees, Bowen Island Municipality and TFB; preparation of RFD and materials for TC in June, liaison with facilitator • Advice to trustees re conflict of interest and bias and potential legal challenges • Input into Financial Planning Committee agenda items and budget planning • Liaison re MCSCD re Islands Trust Impact Assessment Staff sessions - Public release communications - Consideration of further strategy development	• Supervise implementation of Council decisions • Supervise quarterly meeting preparation ◦ RFDs and briefings • Strategic planning – public consultation, further consultation with Islands Trust bodies and management team. Preparation of draft plan for Trust Council consideration in Sept • Advice to trustees re conflict of interest and bias and potential legal challenges • Prepare for TC sessions in Sept • Liaison re MCSCD re Islands Trust Protocol Agreement re Municipal Incorporation • Terms or reference re Islands Trust Adaptation Strategy
<u>2. EXECUTIVE COMMITTEE</u> • Supervise tri-weekly meeting preparation • Supervise implementation of EC decisions • Chair orientation session • Litigation defence management (3 active files) • Arranged meeting with ADM of MCSCD • Preparations for and attendance at meeting with Trust Fund Board • Administrative Fairness Complaints (no new complaints this quarter) • Liaison re Ombudsperson files (one new complaint this quarter) • Participate in staff working group re improvements to policy development and implementation • Advice to EC and CAO Hiring Committee re CAO retirement	• Supervise tri-weekly meeting preparation • Supervise implementation of EC decisions • Preparations for meeting with Bowen Island Municipal Council • Litigation defence management (3 active files) • On-going EC orientation, as needed/requested • Further development of Strategic Planning initiatives related to EC areas of responsibility • Advice to CAO Hiring Committee
<u>3. EXECUTIVE SERVICES UNIT</u> • Staff performance reviews and plans • Revised strategy for coverage of Executive Coordinator duties • Assume responsibilities for Executive Coordinator duties re unit budget forecasts for 2015-16	• Complete staff performance reviews and plans • On-going coverage and return-to-work planning for Executive Coordinator (TBD)

4. <u>EXTERNAL LIAISON</u> • AVICC attendance • Snuneymuxw First Nation • Grace Islet celebration	• Professional volunteer work with provincial and local government managers • Local Area CAOs' meeting - CRD
5. <u>MANAGEMENT TEAM</u> • Bi-weekly management coordination meetings • Monthly meetings of leadership group • Management Team – values document • Management/advice re personnel matters • Finalize staff survey • Professional Development: ○ LGMA conference ○ Volunteer faculty for LGMA and PIBC ○ Member PIBC Professional Practices Review Committee ○ Oral interviews of new PIBC members	• Bi-weekly management coordination meetings • Monthly meetings of leadership group • Management Team – alignment strategy • Analyse staff survey results • Professional Development: ○ UBCM conference, ○ Volunteer faculty for MATI programs ○ Community Planning, Successful CAO ○ Member - PIBC Professional Practices Review Committee

EXECUTIVE COMMITTEE WORK PROGRAM REPORT

To: Islands Trust Council

Updated: June 10, 2015

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

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

Top Priorities

- Facilitate Trust Council Strategic Planning Process (LA)
- **Adaptation Strategy and IT/MCSCD agreement (re potential SSI incorporation) (LA)**
- **Seek legislative change regarding TFB name change (LA)**

Planned

- Improve policy development program (LA/CT)

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

Top Priorities

- **BC Ferries Advocacy (LG/CF)**
- **Crown land agreements review (LG/DM/TPC)**
- **Letter of Understanding with BIM re NAPTEP (LG)**

Planned

- **Oil Spill and Shipping Safety advocacy (LG/CF)**

3. ORGANIZATIONAL IMPROVEMENTS (DM/CS/CT)

Top Priority

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

Planned

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

PROVINCIAL LIAISON UPDATE

Completed

- Meeting with Assistant Deputy Minister of Community Sport and Cultural Development re Islands Trust Fund legislative change and other topics

Planned

- Introductory meeting with Minister of Community, Sport and Cultural Development (2015)
- Further meetings re BC Ferries with Minister Stone (PL) and RD Chairs (GG)

Linda Adams
Chief Administrative Officer

Peter Luckham
Chair

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: June 23-25, 2015

From: Executive Committee

Date Prepared: June 10, 2015

SUBJECT: ISLANDS TRUST ADAPTATION STRATEGY REGARDING THE POTENTIAL INCORPORATION OF SALT SPRING ISLAND

RECOMMENDATION:

1. That the Islands Trust Council request the Executive Committee, in consultation with the Financial Planning Committee, to oversee the development of an Islands Trust Adaptation Strategy, to be further developed and implemented in the event of the incorporation of Salt Spring Island.
2. That the Islands Trust Council add the development of an Islands Trust Adaptation Strategy to its draft Strategic Plan for 2014-18 and request the Islands Trust Executive Committee, the Financial Planning Committee and the management team to make the development of an Islands Trust Adaptation Strategy one of their top three priorities, until the Islands Trust Council has adopted a strategy.
3. That the Islands Trust Council add, to its draft Strategic Plan, the amendment of its existing agreement with the Ministry of Community Sport and Cultural Development re municipal incorporations, and request the Executive Committee to provide recommendations regarding potential amendments.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The Minister of Community, Sport and Cultural Development (MCSCD) has recently approved funding for an incorporation study, to be conducted on Salt Spring Island. It is anticipated that, in the summer of 2016, the Salt Spring Island community will be asked to participate in a referendum, to determine whether it approves of municipal incorporation. If the results of that referendum are affirmative, the minister would likely approve the incorporation of an island municipality. Staff understand that there would then be a three-year transition phase, during which the Islands Trust would need to adapt to the eventual loss of tax revenue and expenditures related to Salt Spring Island, including the loss of staff positions currently located on Salt Spring Island. In preparation for such an eventuality, the Islands Trust needs to prepare to adapt to a potentially significant change in the status quo. Its existing agreement with the province regarding municipal incorporation is dated (1996) and the ministry has identified the need to update it. It should also consider how it would adapt to the new fiscal situation. In March 2015, the Islands Trust Council received an Islands Trust Impact Assessment that provided preliminary information about the potential impacts (of a Salt Spring Island incorporation) on the Islands Trust. It outlined four potential response options. The Assistant Deputy Minister of MCSCD has recommended that the Islands Trust translate the general information provided in that study into a more concrete strategy, in advance of the Salt Spring Island incorporation referendum. The MCSCD has provided some initial funding to assist the Islands Trust Council in development of such a strategy. Should the Islands Trust develop an 'adaptation strategy', it will also provide useful information for members of the Salt Spring Island community who are interested in the potential impacts of a Salt Spring Island incorporation on the Islands Trust.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Development of an Islands Trust Adaptation Strategy would require a considerable amount of work, on the part of the Executive Committee, the Financial Planning Committee and the Islands Trust Management Team, over the next two or three quarters, and may preclude the ability of these groups to advance other projects. To ensure that a strategy was in place in advance of the Salt Spring Island incorporation referendum, the Islands Trust Council would need to identify this work as the top priority of the Executive Committee, the Financial Planning Committee and of the Islands Trust management team.

FINANCIAL:

MCSCD has offered to provide the Islands Trust Council with \$5000 for the development of an Adaptation Strategy. Staff understand that such funding must be expended during the 2015-2016 fiscal year.

Development of an Adaptation Strategy is expected to require funding in addition to that provided by MCSCD. While the Islands Trust Council has not allocated any budget funds for such a study, Trust Council could request an adjustment to the approved budget, as per *Policy 6.5.ii Budget Control and Adjustment Authority*. As of March 31, 2015, the General Revenue Surplus Fund will be in excess of the required amount under Policy 6.5.i, and Trust Council could consider funding be allocated from this source.

POLICY:

No implications for current policy are anticipated, if the Executive Committee oversees development of an Islands Trust Adaptation Strategy. However, the strategy that the Islands Trust Council eventually adopts may specify the need to amend a number of Trust Council's policies. Such amendments would only be triggered by the incorporation of Salt Spring Island.

If approved, the resolution would likely result in recommendations to update the Islands Trust Council's existing [Agreement](#) with the Ministry of Community Sport and Cultural Development, which provides a framework for the incorporation of municipalities in the Islands Trust Area.

IMPLEMENTATION/COMMUNICATIONS:

Implementation:

Should the Islands Trust Council approve Parts 1 and 2 of this recommendation, the following steps are anticipated, in regards to development of an Adaptation Strategy¹:

1. The Islands Trust Executive Committee would request staff to develop a Scope of Work, in preparation for development of Request for Proposals from consultants who would be engaged in creation of an Islands Trust Adaptation Strategy.
2. After the Executive Committee's approval of the details necessary for preparation of a Request for Proposal (RFP), staff would prepare a detailed RFP.
3. Staff would post an RFP for the work approved by the Executive Committee
4. Staff would review proposals received and hire a contractor, in accordance with the Islands Trust Council's procurement policies.

¹ Actual steps could vary, depending upon decisions made by the Executive Committee and recommendations by the Financial Planning Committee.

5. The contractor would work under the direction of the Executive Committee in regards to the work to be completed. The Islands Trust Management Team would need to work closely with the contractor to ensure the study was informed by accurate knowledge and data. Consultation and liaison with the Financial Planning Committee would likely occur during this phase.
6. The Executive Committee and Financial Planning Committee would develop joint recommendations to Trust Council as to an Adaptation Strategy

Should the Islands Trust Council approve Part 3 of this recommendation, the steps taken to implement changes to the existing agreement would be in conformance with [Trust Council's Policy 2.i.iv – Coordination Agreements Process.](#)

Communications:

- Trust Council's development and adoption of an Islands Trust Adaptation Strategy will require careful consultation and communications with Islands Trust staff, particularly if the strategy identifies changes to existing positions. This will be important to minimize the impacts on staff retention, particularly during the period of uncertainty before the Salt Spring referendum, and during the three-year transition period, if the referendum is successful.
- Trust Council's decision to develop an Adaptation Strategy would be included in Trust Council's decision highlights, released shortly after the June Trust Council meeting. The actual adoption of an Adaptation Strategy would likely be of greater public interest, and may be accompanied by a media release.
- Trust Council's negotiations with the Ministry of Community Sport and Cultural Development, in regards to amendments to their joint agreement, would be in accordance with existing policies. Communications about final agreement would likely be coordinated with the ministry.

OTHER IMPLICATIONS:

The likelihood that the Salt Spring Island community would vote to incorporate is difficult to determine and will be partly based upon the findings of the current incorporation study. While the Trust Council may devote resources to the development of an Adaptation Strategy, and to amendments to its existing agreements with MCSCD, it is possible that the Salt Spring Island community will not incorporate. In that case, the work will not be used, and the expenditure of resources could be questioned. However, like any precautionary action, Trust Council would be well advised to prepare for the potential incorporation of Salt Spring Island, given the significance of the potential impacts, if they do occur. .

BACKGROUND

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

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

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

The ministry has noted the need to update its current agreement with the Islands Trust, regarding municipal incorporation, that dates from 1996.

REPORT/DOCUMENT:

1. Letter from MCSCD Assistant Deputy Minister Jay Schlosar regarding the Islands Trust's adaptation to the potential incorporation of Salt Spring Island.
2. Islands Trust Agreement with MCSCD re municipal incorporation in the Islands Trust Area

KEY ISSUE(S)/CONCEPT(S):

Development of an effective Adaptation Strategy to guide the Islands Trust's potential need to adapt to the incorporation of Salt Spring Island.

Updating of a 1996 agreement with the province that establishes a framework for island incorporation within the Islands Trust Area.

RELEVANT POLICY:

- 1) [Islands Trust Policy Statement](#)
- 2) [Trust Council Policy 2.1.iv – Coordination Agreements Process](#)
- 3) [Agreement](#) between the Islands Trust Council and the Ministry of Community Sport and Cultural Development (formerly Ministry of Municipal Affairs) regarding a framework for municipal incorporation within the Islands Trust Area.

DESIRED OUTCOME:

That the Islands Trust is able to successfully adapt, should the Salt Spring Island community vote to incorporate as an island municipality.

RESPONSE OPTIONS

Recommended:

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

2. That the Islands Trust Council add the development of an Islands Trust Adaptation Strategy to its draft Strategic Plan for 2014-18 and request the Islands Trust Executive Committee, the Financial Planning Committee and the management team to make the development of an Islands Trust Adaptation Strategy one of their top three priorities, until the Islands Trust Council has adopted a strategy.
3. That the Islands Trust Council add, to its draft Strategic Plan, the amendment of its existing agreement with the Ministry of Community Sport and Cultural Development re municipal incorporations, and request the Executive Committee to provide recommendations regarding potential amendments.

Alternatives:

1. That the Islands Trust Council elect not to develop an Adaptation Strategy until the outcome of the Salt Spring Island incorporation referendum is known.
2. That the Islands Trust Council elect not to amend its agreements with MCSCD (regarding municipal incorporation) until the outcome of the Salt Spring Island incorporation referendum is known.

Prepared By: Linda Adams, Chief Administrative Officer

Reviewed By/Date: Executive Committee June 10, 2015

Linda Adams, Chief Administrative Officer



Ref: 157801

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

Dear Ms. Adams:

This letter is to follow-up on the March 10, 2015, Trust Council meeting at which Mr. Gary Paget, Senior Advisor, and Ms. Marijke Edmondson, Director, Local Government Structure, had an opportunity to discuss with Trust Council issues related to any potential incorporation of Salt Spring Island and to clarify that funding (\$5,000) is available to Trust Council.

The following grant has been approved under the Restructure Planning Grant Program pursuant to the *Local Government Grants Act* and Regulations.

Project	Grant Amount	Commitment No.
Islands Trust Transition Strategy & Adaptation Plan	\$5,000	51RS1503

The \$5,000 grant is intended to support Trust Council in responding to the Islands Trust Impact Analysis report prepared by Urban Systems. This work would include matters such as:

- developing a transitional strategy and adaptation plan;
- updating the protocol agreement between the Ministry and the 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.

The funding is being provided now so that Trust Council will be in a position to indicate its preferred approach at its June meeting, and complete the adaptation plan by September 30, 2015.

The grant will be paid by an electronic funds transfer (EFT).

.../2

Ministry of Community, Sport
and Cultural Development

Assistant Deputy Minister
Local Government

Mailing Address:
PO Box 9490 Stn Prov Govt
Victoria BC V8W 9N7

Phone: 250 356-6575
Fax: 250 387-7973

Location:
6th Floor, 800 Johnson Street
Victoria, BC

www.gov.bc.ca/cscd

Ms. Linda Adams
Page 2

If you have any questions, the Ministry lead for this project is Ms. Linda Galeazzi, Senior Planning Analyst, Governance and Structure Branch. Ms. Galeazzi can be contacted by telephone at: 250 387-4031, or by email at: Linda.Galeazzi@gov.bc.ca.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jay Schlosar', with a long horizontal flourish extending to the right.

Jay Schlosar
Assistant Deputy Minister

pc: Mr. Peter Luckham
Chair
Trust Council

Mr. Jim MacAulay
Director and Chief Financial Officer
Ministry of Community, Sport and Cultural Development

Ms. Doreen Brydges
Program Administrator
Local Government Division
Ministry of Community, Sport and Cultural Development

**AGREEMENT BETWEEN THE TRUST COUNCIL
AND THE MINISTRY OF MUNICIPAL AFFAIRS
ESTABLISHING A FRAMEWORK FOR INCORPORATION
OF MUNICIPALITIES WITHIN THE TRUST AREA**

Prepared by:

Ministry of Municipal Affairs
Province of British Columbia

February 20, 1996

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

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

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

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

PART 1 - OBLIGATIONS OF THE MINISTRY

Restructure Process

1. The ministry is responsible for overseeing the process of creating a broadly representative Restructure Study Committee (the Committee).
2. The local trustees must be invited to participate in the creation of the Committee, and will (with the regional district electoral area director) be ex-officio members of the Committee.
3. The role of the Committee will be to:

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

4. The Trust and the Committee will be provided with an opportunity to review draft Letters Patent:
 - a) before the incorporation vote ; and b) after a successful incorporation vote and prior to submission to Cabinet.
5. Trust Council and the local trust committee will be invited to the inaugural meeting of the council of the Island municipality.

Political Representation

1. The Letters Patent for an Island municipality will, unless otherwise agreed to by a Committee and the Trust Executive Committee, provide for the trustees and the Island municipality to be elected by the "double-direct" method, with details to be described in the Letters Patent of the Island municipality.
2. The ministry will consult with the Trust on the boundaries of an Island municipality and the boundaries of the local trust committee before developing and finalizing Letters Patent for the Island municipality.

Policy Relationship Between the Trust Council and an Island Municipality

1. The Letters Patent for the Island municipality will require that where the municipality intends to submit a bylaw to the minister for approval pursuant to section 34(4) of the *Islands Trust Act*:
 - the Island municipality must advise the Trust and the Ministry of its intention to submit the bylaw;
 - the Island municipality must first meet with the Trust, facilitated by ministry staff, to determine if the issue of the Trust Council not approving the bylaw can be resolved without formal appeal to the minister;
 - the Minister may require that the issue of Trust Council not approving the bylaw be resolved using any or all of the dispute resolution mechanisms contained in sections 942.21, 942.23 or 942.24 of the *Growth Strategies Statutes Amendment Act*, - and
 - the Minister will, prior to determining an appeal, ensure that the Trust has an opportunity to present its position.
2. The Letters Patent for the Island municipality, in accordance with section 34 of the *Islands Trust Act*, will require the Island municipality to refer all Official Community Plan bylaws to the Trust Executive Committee for review and approval, and establish the timing of referrals.

3. In recognition of the fact that the *Islands Trust Act* does not explicitly tie a municipality to the Trust object, the Letters Patent for the Island municipality will require that the municipality, in all of its actions, have regard for the Trust Policy Statement and the Trust object; and the ministry will consider legislative change which will require an Island municipality to have regard for the Trust Policy Statement and the Trust object.
4. The Letters Patent for the Island municipality will require that the municipality refer all regulatory bylaws, proposed to be adopted pursuant to Part 29 of the *Municipal Act*, to the Trust Executive Committee for review before adoption, for the purpose of ensuring no conflict with the Trust Policy Statement.
5. The Letters Patent for the Island municipality will require that bylaws of the municipality be registered by the ministry for a period of three years.
6. The ministry will use the process of registration of municipal bylaws as means for monitoring concerns with respect to consistency between Official Community Plan and regulatory bylaws.

Relationship Between the Trust, the Province and the Island Municipality

1. The Letters Patent for the Island municipality will require that the Island municipality enter into discussions to establish a protocol agreement with the Trust respecting inter-jurisdictional communications.
2. The ministry and the Trust will review all extant protocol agreements between the Trust and provincial agencies and reach an agreement on which agreements, or parts thereof, which ought to be applicable to the new municipality; and on the basis of that review, the Letters Patent for the Island municipality will specify which agreements or parts of agreements that will be binding on the new municipality.
3. The Letters Patent for the Island municipality will require the Island municipality to refer all proposed protocol agreements with provincial agencies to the Trust for review before adoption.
4. Where the Trust refers a proposed protocol agreement with a provincial agency to the Island municipality for review, the Letters Patent for the Island municipality will require the municipality to review the proposed agreement and provide comments to the Trust within 30 days.

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

Transition

1. The Letters Patent for the Island municipality will specify that all bylaws of the local trust committee will continue to have effect (section 31(2) of *Municipal Act*) .
2. The Letters Patent for the Island municipality will transfer all assets and liabilities of a local trust committee to the new municipality.

Administrative and Financial issues

1. Letters Patent for the Island municipality will require that the municipality contribute to the costs of the operations of Trust Council, the Executive Committee and the Trust Fund Board in accordance with the *Islands Trust Act* .
2. Letters Patent for the Island municipality will require that the municipality enter into a contract with the Trust whereby the municipality will receive and pay for local planning services provided by the Trust for a period of three years, unless otherwise agreed by the Trust and the Island municipality.
3. The Letters Patent for the Island municipality will provide that the municipality may receive and pay for an additional year of local planning services from the Trust where the Trust and the municipality agree.
4. The Ministry will consider provisions in Letters Patent, and future amendment to the *Islands Trust Act* , to require the municipality to participate in local planning for other islands in the Trust Area unless the municipality chooses to "opt-out."

PART TWO: OBLIGATIONS OF TRUST COUNCIL

Restructure Process

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

2. The Trust must review draft Letters Patent for an island municipality:
 - a) before the incorporation vote; and
 - b) after a successful incorporation vote and prior to submission to Cabinet.

Policy Relationship Between Trust Council and the Island Municipality

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

Relationship Between the Trust, the Province and the Island Municipality

1. The Trust must refer all proposed protocol agreements with provincial agencies to the Island municipality for review before adoption.
2. When an Island municipality refers a proposed protocol agreement with a provincial agency to the Trust for review, the Trust must review that agreement within 30 days.

Administrative and Financial Issues

1. The Trust will enter into a contract with the Island municipality whereby the Trust will provide the municipality with local planning services for a period of three years with the costs being paid for by the municipality.
2. The Trust will provide the Island municipality with an additional year of local planning services on a full cost recovery basis where the municipality and the Trust agree.
3. The Trust will review all bylaws submitted to it by a municipality pursuant to section 34 of the *Islands Trust Act* in the context of the Trust Policy Statement.

PART THREE: OBLIGATIONS OF THE ISLAND MUNICIPALITY

Restructure Process

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

Political Representation

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

Policy Relationship Between Trust Council and the Island Municipality

1. Where the Island municipality intends to submit a bylaw to the minister for approval under the provisions of section 34(4) of the *Islands Trust Act*, the Island municipality must advise the Trust of its intention to do so, and to first meet with the Trust, facilitated by the ministry, to determine if the issue of Trust Council refusing to approve the bylaw can be resolved without formal appeal to the minister.
2. The Island municipality, in accordance with section 34 of the *Islands Trust Act*, must refer all Official Community Plan bylaws to the Trust Executive Committee for review and approval.
3. The Island municipality must have regard for the Trust Policy Statement and the Trust object in respect to all actions of the municipality.
4. The Island municipality will refer all regulatory bylaws, proposed to be adopted pursuant to Part 29 of the *Municipal Act*, to the Trust Executive Committee for review before adoption.
5. All bylaws of the Island municipality will be forwarded to the ministry for registration for a period of three years.

Relationship Between the Trust, the Province and the Island Municipality

1. The Island municipality and the Trust will enter into a protocol agreement respecting inter-jurisdictional communications.
2. The Island municipality will abide by those protocol agreements between the Trust and the Province which the Letters Patent indicate are binding on the new municipality.
3. The Island municipality will refer all proposed protocol agreements with provincial agencies to the Trust for review before adoption.
4. The Island municipality must submit all proposed protocol agreements with provincial agencies to the minister for approval.

Transition

1. All bylaws of the local trust committee will continue to have effect as bylaws of the municipality (section 31(2) of *Municipal Act*).
2. All assets and liabilities of the local trust committee will be transferred to the Island municipality.

Administrative and Financial Issues

1. The Island municipality must contribute to the costs of Trust Council, the Executive Committee and Trust Fund Board in accordance with the provisions of the *Islands Trust Act*.
2. The Island municipality must enter into a contract with the Trust whereby the municipality will receive and pay for local planning services provided by Trust staff for a period of three years.
3. The annual cost payable by the Island municipality to the Trust under section (2) above shall be not less than the amount that would have been contributed from the Island if the Island municipality had not been incorporated and the local trust committee still existed, unless otherwise agreed.
4. The Island Municipality may receive an additional year of local planning services from the Trust staff on the same basis as outlined above where the municipality and the Trust agree.

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: June 23-25, 2015

From: Trustee Bruce McConchie

Date: June 10, 2015

**SUBJECT: REVIEW OF ISLANDS TRUST VICTORIA HEAD OFFICE LOCATION
(TRUSTEE MCCONCHIE REQUEST)**

RECOMMENDATION:

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

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Since its creation as an autonomous local government body in 1990, the Islands Trust Council has maintained a head office in Victoria, and has gradually migrated planning staff positions to two 'island' offices – one opened on Salt Spring Island in 1991 and one opened on Gabriola Island in 1999. It has, over the years, informally discussed relocation of its head office to a different location, including one or more island locations, but has not proceeded with a full examination of the topic for a variety of reasons. These have included a lack of time and resources for a comprehensive study, concerns about the estimated costs of a move, the potential for organizational disruption, and uncertainty due to past incorporation studies on major islands such as Bowen, Gabriola and Salt Spring Island. If Trust Council would like to consider the matter of head office location this term, staff support a comprehensive evaluation, such as that proposed, that would clearly identify the objectives that Trust Council would like to achieve with its office locations, and how various options would best support those objectives. However,

as the Salt Spring Island community is expected to vote on an incorporation referendum in June 2016, and a 'yes' vote could have significant implications for the Islands Trust budget and staff complement, I recommend that a study into head office location be postponed until after the outcome of the referendum is known. This would also allow Trust Council to devote its energies and resources to the development of an Adaptation Strategy, related to the potential incorporation of Salt Spring Island. Should the Salt Spring Island community decide to incorporate, that information would be a significant factor in decisions about future budget, staff complement and options for head office location. Should Trust Council wish to approve the concept of a study about head office location, it could include it in its Strategic Plan. While the current Victoria Office lease (5 years) is due to expire in 2016, the lease could be renewed for shorter periods, if such a study was identified in the Strategic Plan. This recommendation is reflected in Alternative 2 of this RFD.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

As existing Victoria head office staff members are stakeholders in any decision, the Select Committee should be comprised of both trustees and staff, who will oversee an independent, unbiased and transparent process.

Trustees to serve on this committee would be chosen by Trust Council based on Expressions of Interest (EOI) received by August 30th, 2015. Due to the potential workload, trustees applying to serve on this committee should consider temporarily reducing their participation in the other Trust Council standing committees.

The Select Committee would require the participation of the Director of Administrative Services and potentially up to two other members of the Islands Trust staff, to be selected by Trust Council, upon the recommendation of the CAO.

As the Financial Planning Committee work program includes study of office lease renewal options in 2016, part of the FPC's workload designated for the Director of Administrative Services can be included in the process. The FPC work program is targeted to look at the financial implications of a potential move of the office. This work would need to be re-evaluated to ensure that it did not duplicate or conflict with the work of the Select Committee.

Because of the potential significance of the Select Committee's investigations and recommendations, the CAO may also attend the meetings to remain aware of its operations and provide advice as needed.

FINANCIAL:

Trust Council has not allocated funds in its 2015-2016 Budget for the operations of a Select Committee. Trust Council could request an adjustment to the approved budget after consideration of the Committee's work plans, as per Policy 6.5.ii Budget Control and Adjustment Authority. As of March 31, 2015, the General Revenue Surplus Fund will be in excess of the required amount under Policy 6.5.i. and Trust Council could consider funding be allocated from this source.

Prior to Trust Council's consideration of potential funding sources, the Select Committee will develop a work plan and identify requirements and budget options for consideration.

Any requirements for the next fiscal year will be identified during development of the 2016-2017 Budget.

POLICY:

If approved by the Islands Trust Council, the operations of the Select Committee would be included in the Islands Trust Council's 2014-2018 Strategic Plan.

Creation of a Select Committee does not have implications for existing policies of the Islands Trust Council.

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

IMPLEMENTATION/COMMUNICATIONS:

Implementation

Should Trust Council approve the recommendations, the following steps would be taken to implement them:

1. Staff will develop a Draft Terms of Reference document based on adoption of the recommendations, for Trust Council's consideration in September 2015.
2. Staff will circulate a request for Trustees to submit an Expression of Interest to serve on the Select Committee.
3. The CAO will submit staff nominees to the committee for Trust Council's consideration at its September meeting.

Communications

- A news release would be developed in accordance with standard practices to announce the creation of the Select Committee.
- Updates on the Select Committee's operations would be discussed with Islands Trust staff at regular staff meetings.
- A Fact Sheet providing information about the work of the Select Committee and potential outcomes will be developed to provide information to candidates applying to vacant staff positions currently located in the Islands Trust Head Office.
- The Select Committee, as part of its terms of reference, will develop a public communication strategy.

OTHER IMPLICATIONS:

Implications for other Islands Trust Organizational Reviews and Changes

On April 10, 2015, Coralee Oakes, Minister of Community, Sport and Cultural Development announced that the Government of British Columbia is providing funding toward an incorporation study for Salt Spring Island. The study will include two distinct areas of work: preparation of a comparative analysis of current governance with

municipal governance; and public engagement and consultation on the comparative scenarios.

The incorporation study is expected to result in a referendum in the summer of 2016, where members of the Salt Spring Island community will indicate whether or not they prefer to incorporate as an island municipality. Should the referendum be in the affirmative, and should the minister approve creation of a new municipality, it is expected that the Islands Trust will enter into a three-year contract to provide planning services to the new municipality. During the initial three-year period, it is understood that tax revenues received by the Islands Trust from the Salt Spring Island tax base will match those currently received. After the three-year period expires, revenues would be significantly reduced.

In April 2015, the Assistant Deputy Minister of Community Sport and Cultural Development recommended that the Islands Trust prepare a more detailed Transition Strategy, to more clearly identify how the Islands Trust would respond to the potential incorporation of Salt Spring Island (see separate Request for Decision). Work on the Transition Strategy is expected to begin in July 2015, following approval by Trust Council of initial steps.

Development of an Islands Trust Transition Strategy would likely identify potential changes to the Islands Trust staffing complement, which could be implemented if the Salt Spring Island community decided to incorporate. For example, if Salt Spring Island decided to incorporate, the Islands Trust would likely retain staff in its Salt Spring Island office for up to three years from the date of incorporation. Depending upon decisions of Trust Council, there could be an eventual reduction in the overall staff complement and the related functions provided by staff in Victoria and Gabriola offices.

Should Trust Council proceed with creation of a Select Committee in June 2015, its final recommendations may need to be delayed or re-evaluated after Trust Council has adopted a Transition Strategy and the outcome of the Salt Spring Island incorporation referendum is known.

CAO Hiring Committee

A CAO Hiring Committee has been established, to find a new Chief Administrative Officer by December 2015 and manage the six-month probationary period. The Hiring Committee consists of the Executive Committee and Chairs of Council Committees, and will hold meetings from June 2015 through June 2016. Should the Islands Trust Council also establish a Select committee to review the Islands Trust head office location, meetings would need to be carefully scheduled to accommodate trustees who may participate in both and the staff who may provide support or input to the CAO Hiring Committee. The Chair of the Select Committee could provide liaison to the CAO Hiring Committee to ensure it is aware of the Select Committee's investigations and any implications they may have for the CAO hiring process.

Implications for staff retention and attraction

Uncertainty about the physical location of staff offices or working arrangements could potentially have negative impacts on the ability of the Islands Trust to retain and attract staff to position vacancies that occur over the duration of the study. On the other hand, potential changes that incorporate workplace flexibility (ref. = Province of BC's Leading

Workplace Strategies Project) may have a positive impact on staff retention and attraction. Careful communications with staff and future job applicants would help mitigate any possible negative impacts.

BACKGROUND

From Trustee McConchie:

"I have put forward this Request for Decision as a result of conversations with both fellow Trustees and members of our communities. As the Victoria office lease is due to expire on September 30th, 2016, it is timely to bring the discussion of our administrative head office location to the Trust Council table.

There are no impending deadlines or immediate decisions needed, but being cognisant of the needs of our constituents, we need to start a careful process that is independent, unbiased and transparent.

As the CAO points out above, Trust Council has always found reasons to avoid the topic. The Salt Spring incorporation study is the latest roadblock and there will continue to be new crises that emerge to demand Trust Council's attentions.

Although the CAO recommends postponement of this process, I feel there is a potential to help provide important information to any needed Adaptation Strategies. At the very least I urge Trust Council to recognize the importance of this discussion by including it in its Strategic Plan 2014-2018."

REPORT/DOCUMENT:

Briefing to Financial Planning Committee regarding Victoria office lease dated June 3, 2015.

KEY ISSUE(S)/CONCEPT(S):

Victoria Head Office Location.

Salt Spring Island Incorporation Study.

Province of BC's Leading Workplace Strategies Project (see Briefing to Financial Planning Committee).

RELEVANT POLICY:

Trust Council Policy 2.3.i Council Committee System

Trust Council Policy 6.5.ii Budget Control and Adjustment Authority

Trust Council Policy 6.11.i Trustee/Staff Responsibility Guideline

DESIRED OUTCOME:

Recommendations to Trust Council regarding the relocation of some or all of the Islands Trust Victoria Head Office, in order to best serve the interests of Islands Trust Area constituents.

RESPONSE OPTIONS

Recommended:

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

Alternative:

1. That the Islands Trust Council not approve the constitution of a Select Committee at this time.
2. That the Islands Trust Council approve, in principal, the constitution of a Select Committee, by including it in its Strategic Plan, but not begin work until the results of the Salt Spring Island Incorporation referendum are known and the Islands Trust Council has approved a related Adaptation Strategy. That staff be requested to renew the Victoria Office lease in 1-year increments until Trust Council has considered and decided about its Head Office location.

Prepared By: Trustee Bruce McConchie in consultation with Cindy Shelest, Director of Administration Services

Reviewed By/Date: Cindy Shelest, Director Administrative Services
Linda Adams, Chief Administrative Officer

Linda Adams, Chief Administrative Officer

BRIEFING

To: Financial Planning Committee **For the Meeting of:** June 3, 2015
From: Cindy Shelest, Director Administrative Services **Date prepared:** May 20, 2015

SUBJECT: VICTORIA OFFICE LEASE

DESCRIPTION OF ISSUE: On September 30, 2016, the Victoria office lease 5-year term is complete. It is necessary to determine whether Islands Trust wishes to renew the lease (and if so, for how long) or consider other options. The terms of the lease require notice to be delivered not more than twelve months or less than six months before the expiration of the term (i.e. no sooner than October 1, 2015 and no later than April 1, 2016). When lease terms are due to expire, staff normally consider whether there are other options available, given the budget provided by Trust Council and Council's Financial Plan Assumptions and Principles. This involves the identification of options that could result in cost-savings, when compared to the existing lease situation. If no such option is identified, the lease is renewed at the most advantageous terms that can be negotiated. As there have been recent discussions amongst trustees regarding the location of the Islands Trust's head office, staff is seeking input from the Financial Planning Committee before investigating lease options or taking other actions in regards to the Victoria office lease.

BACKGROUND:

Previous related FPC discussions (2013-2015):

- At its October 30, 2013 meeting, the Financial Planning Committee (FPC) reviewed draft Financial Plan Assumptions and Principles before forwarding them to Trust Council. In regards to 'Office Facilities', the Assumptions and Principles indicated:
 - *Assumption/Principle • The Islands Trust maintains office facilities in Victoria, and on Salt Spring and Gabriola islands. • The Islands Trust will continue to lease office space for trustees on Denman, Galiano and North Pender, subject to trustee needs, and subject to Policy 7.4.iv (On-Island Trustee Offices). • No further increase in space requirements is anticipated at this time*
 - *Status • The Victoria office lease term expires in September 2016. Prior to expiration of this lease, consideration will be given to relocating the Victoria office. • The Gabriola office lease term expires in November 2015. • The Salt Spring office lease term expires in February 2015. Alternate locations at the same or lower costs will be entertained during the year. • A request for consulting services to investigate the BC Public Service's Leading Workplace Strategies application to Islands Trust has been requested with a potential to reduce office space requirements.*
- Also at its October 30, 2013 meeting, the FPC requested that a discussion on the Victoria office lease be added as a discussion item at a future meeting.

- The topic of the Victoria office lease was added to the meeting agenda for June 2, 2014, along with a briefing that provided details about the Victoria office lease (Attachment 1).
- The June 2, 2014 minutes of the Financial Planning Committee reflect the following discussion:

4.4 Briefing Victoria Office Lease

Director Shelest presented a briefing regarding the lease of the Victoria office that was requested at the October 30, 2013 Financial Planning Committee meeting.

FPC-2014-024

It was MOVED and SECONDED

that the Financial Planning Committee examine options for the future of leases for the Victoria office, while limiting the examination to Southern Vancouver Island.

FPC-2014-025

It was MOVED and SECONDED

that the Financial Planning Committee tables motion FPC-2014-024 pending review of a relevant report prepared during the last council term.

CARRIED

FPC-2014-026

It was MOVED and SECONDED

that the Financial Planning Committee request staff to forward the lease report prepared during the last council term to Financial Planning Committee members by email for discussion at the next meeting.

CARRIED

- On June 4, 2014 Director Shelest circulated a briefing to FPC member regarding the Victoria office lease that had been originally prepared for the FPC meeting of August 2010 (Attachment 2).
- The August 13, 2014 minutes of the Financial Planning Committee meeting reflect the following discussion: ,

Director Shelest advised that she had circulated the request for decision that went before the Financial Planning Committee in August of 2010. She advised that the current Salt Spring Island lease will be extended for one year to end in January of 2016. This means that all leases will be up for renewal within a 6 month time period; giving Islands Trust time to look at alternatives as well as leading workplace strategies initiatives which could affect the office space requirements. Lease rates have been requested from the lessor of the current Victoria office location and for a location on Gabriola Island that is coming available in January of 2016.

During discussion about the location of the Victoria office, Chief Administrative Officer Adams advised that staff would be looking at office lease options that would produce cost savings and that since moving the office outside of Victoria would be very expensive, they would not be seeking options outside the current geographical area unless directed to do so.

- There was no further FPC direction to staff on the topic at the August 13, 2014 meeting.
- The Financial Plan Assumptions and Principles, as forwarded to Trust Council by the FPC in March 2015 are the same as those noted for October 30, 2013.

Existing lease information:

The Victoria office lease covers three office spaces (Suites 200, 225, 233/222) located at 1627 Fort Street in Victoria, BC. The original space (8,068 sq. ft.) was leased in June 2007, with an additional lease (395 sq. ft.) added in July 2010 totaling 8,436 sq. ft. After a review in 2010, provided to the Financial Planning Committee by the incumbent Director of Administrative Services, all three leases were renewed for a five-year term.

For comparison purposes a sampling of lease information was obtained in February 2015 with respect to available lease space in the Victoria area.

Fort Street – current location (for comparison)	\$16/sq ft + \$12.50/sq ft operating	\$28.50/sq ft
1590 Cedar Hill X – The Paragon Building	\$28/sq ft + \$12/sq ft operating	\$40/sq ft
2340 Richmond Avenue	\$21/sq ft + \$11/sq ft operating	\$32/sq ft
Scott building – Hillside and Douglas	\$15/sq ft + \$11/sq ft operating	\$26/sq ft
Hamsterley Road – Elk Lake	\$26/sq ft + \$9/sq ft operating	\$35/sq ft
3318 Oak Street	\$18/sq ft + \$7.50/sq ft operating	\$25.50/sq ft

The property manager for the Fort Street location has informally advised that it is likely that a renewal of this location could be negotiated at the existing rate.

Leading Workplace Strategies:

In March 2014, Trust Council considered a business case and approved \$5000 in its 2014-2015 budget to support staff's investigations into the applicability of the Province of BC's Leading Workplace Strategies (LWS) pilot as a means to:

- *Providing employees with alternate work arrangements to improve job satisfaction*
- *Reducing costs for office space and travel and/or freeing up financial resources for other purposes*
- *Making Islands Trust a "greener" organization with a small carbon footprint*

In August 2014 the Leading Workplace Strategies (LWS) Exploration Group (a staff group) was created in response to Trust Council's decisions.

Several meetings of the LWS Exploration Group were held between August and December. The group reviewed materials provided by the Province and (along with other staff members) toured sites where the LWS principles had been incorporated. In general, the concept was favorably received by staff and the Management Team recommends considering this further when office space decisions are being considered.

During the review, the Shared Services BC Workplace Strategies & Planning Accommodation group was requested to provide a conceptual analysis of our existing Victoria office space and the application of LWS principles. Given existing government standards for office space allocation and the impact of implementing LWS principles, it was determined that an investment in office redesign could reduce the Victoria office space from the existing 8,400 sq. ft. to 7,200 sq. ft. Further, the conceptual analysis suggests that moving to another location and implementing LWS principles in a new space could further reduce the amount of space required by an additional 600 sq. ft.

Discussions regarding potential move of Victoria office to another location outside the current geographical area:

Following the November 2014 local elections, the Islands Trust Council is in the process of developing a Strategic Plan for its 2014-18 term. In the course of this work, the location of the Islands Trust head office has been a topic of discussion. These discussions include:

- Circulated notes from an ad hoc meeting of trustees from Salt Spring and the Southern Gulf Islands, reporting an interest in re-examining the location of the Islands Trust head office.
- As part of its input into Trust Council's Strategic Plan process, the Salt Spring Island Local Trust Committee passed a resolution that included the following:
That the Salt Spring Island Local Trust Committee recommend to Trust Council that the potential objectives and strategies in the Discussion Draft of the Strategic Plan for 2014-2018 be amended as follows:
 - *Protect, restore and enhance community and socio-economic diversity and stability by:*
 - *Reduce or eliminate the large proportion of tax revenue exported out of the Trust Area;*
 - *Increasing the depth of connectivity between the majority of Islands Trust staff and the communities and island residents they serve;*
 - *Shifting job opportunities that arise within the Islands Trust to the areas served by the Trust;*
 - In response to the regular invitation to trustees for Trust Council agenda items, one trustee has requested assistance in creating a Request for Decision for the June 2015 meeting, recommending a study to examine the Islands Trust's head office location.

One piece of public correspondence on the topic has been received by staff this year and forwarded to the Financial Planning Committee for information (Attachment 3).

Implications of an Office Move Outside the Geographical Area

Current Considerations in Office and Staff Position Locations

As noted by the Chief Administrative Officer at the August 13, 2014 FPC meeting, staff currently consider options when office leases are due to expire and when some staff positions become vacant. However, the options considered are based on Trust Council's objectives related to operational cost-efficiency and effectiveness, as indicated in existing policies. These include policies such as:

- Trust Council Policy 2.1.iii – Section 9 – *'To strive for the provision of optimal level of public services compatible with available human, fiscal and material resources in a cost efficient and effective manner'*
- Trust Council Policy 6.5.iii – Section 8 – *'staff are expected to obtain goods and services at the best available price, while taking into consideration the quality and follow up service available'*

An example of staff's implementation of Trust Council's policies is illustrated in Attachment 4 Relocation Master Worksheet. This worksheet consists of a matrix used by management when considering the optimal location of Islands Trust staff positions. The factors used for such evaluations are based on cost-efficiency and effectiveness, given the Islands Trust's three existing office locations.

While certain staff positions have been re-located to the Islands Trust's two island offices over the last two decades (as new positions were created or existing positions became vacant), staff

have not considered a more comprehensive move of the head office, due to the extra-ordinary additional costs and operational disruption that such a move would entail.

Considering other Head Office Locations

The Islands Trust Council may wish to eventually amend its policies or give other direction that introduces new factors into decisions about office locations. For example, some trustees have suggested that office locations should be based on objectives such as support for local economies.

Should the Islands Trust Council wish to consider moving any of its offices outside their current geographical locations (greater than 32 km from existing locations) in order to achieve new objectives, it should do so with a full understanding of the organizational and financial implications. For example, an office move of this distance triggers responsibilities to pay staff's personal moving costs or severance pay (for those staff who may chose not to move). Moves of individual positions (as they become vacant) would also introduce new costs and require organizational changes (i.e. gradual creation of new office accommodations in the new location(s) and gradual changes to space requirements in existing locations) and could reduce productivity and effectiveness of staff teams during the transitional period.

In June, Trust Council will be asked if it wishes to undertake a comprehensive decision-making process in regards to its head office location, which would enable it to clarify objectives, identify the options for achieving those objectives and understand the implications and trade-offs associated with each option. Should Trust Council agree to undertake such a study, it would then have accurate information upon which to base further decisions. Further steps in the process could be reflected in Trust Council's Strategic Plan for the term. If Trust Council does not wish to study the topic further, the FPC's input into the upcoming Victoria lease expiration would be made in the context of that decision.

Implications for Up-Coming Lease Expiration

Given that the location of the Victoria office is currently under discussion, and that a trustee plans to place a Request for Decision before Trust Council in June, staff recommend that the FPC discuss this topic further at its August meeting, once Trust Council's decision (about undertaking a study of head office location) is known. At that time, options regarding the Victoria office lease can be identified and considered. For example, should Trust Council wish to undertake a study, options for cancelling the lease or extending it for a period less than 5 years could be identified. If Trust Council does not wish to study the topic, options for leasing space within the existing geographical area could be identified.

ATTACHMENT(S):

1. Briefing of June 2, 2014 re Victoria office lease.
2. Briefing from August 2010 re Victoria office lease.
3. Correspondence from D. Korbin, March 30, 2015.
4. Relocation Master Worksheet – re location of staff positions

AVAILABLE OPTIONS:

1. Place the topic of the Victoria office lease on the August FPC meeting agenda for further discussion (recommended).
2. Request staff to identify options for the Victoria office lease, based upon Trust Council's decision about undertaking a study of head office locations.
3. Other options identified by the FPC.

FOLLOW-UP:

To be determined by the FPC.

Prepared By: Cindy Shelest, Director Administrative Services May 20, 2015

Reviewed By/Date: Linda Adams, Chief Administrative Officer May 26, 2015

Attachment 1 – Briefing of June 2, 2014 re Victoria office lease



BRIEFING

To: Financial Planning Committee **For the Meeting of:** June 2, 2014
From: Cindy Shelest, Director Administrative Services **Date prepared:** May 26, 2014
SUBJECT: VICTORIA OFFICE LEASE

DESCRIPTION OF ISSUE: At its October 30, 2013 meeting, the Financial Planning Committee requested that a discussion on the Victoria office lease be added as a discussion item at a future meeting.

BACKGROUND:

The Victoria office lease covers three offices located at 1627 Fort Street, Victoria, BC.

ATTACHMENT(S):

- 3 original leases for:
 - o June 27, 2007 - Suite 200 and 225 (main office and Mapping office)
 - o June 27, 2007 - Suite 233 (original Islands Trust Fund office)
 - o July 21, 2010 – Suite 222 (additional space added to Islands Trust Fund office space)
 - Renewal to Sept 30, 2011
 - o Sept 22, 2008 – Suite 200 and 225
 - o Sept 22, 2008 – Suite 233
 - Renewal to Sept 30, 2016
 - o July 12, 2011 – Suite 222
 - o July 12, 2011 – Suite 233
 - o Aug 2, 2011 – Suite 200 and 225
-

AVAILABLE OPTIONS:

After discussion and review, the Financial Planning Committee may provide staff further direction on this topic.

FOLLOW-UP:

Dependent upon the Financial Planning Committee's further direction.

Prepared By: Cindy Shelest, Director Administrative Services

Reviewed By/Date: May 26, 2014

Attachment 2 – Briefing from August 2010 re Victoria office lease

4.7

ISLANDS TRUST REQUEST FOR DECISION

DATE: August 31, 2010

TO: Financial Planning Committee

Target Decision Date: August 31, 2010

SUBJECT: ALTERNATIVES FOR LOCATION OF THE VICTORIA OFFICE

RECOMMENDATION:

- 1) That FPC direct staff to open negotiations for a lease extension with the landlord of 1627 Fort Street with the view to improving the carbon footprint of the building while securing the most economical lease rate

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Significant expenditures are required to move to a new location, and there are opportunities to negotiate improvements to the carbon footprint of the current building.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

None

FINANCIAL:

Staying in the current location is lower in cost than moving to an alternate location.

POLICY:

Purchasing Policy 6.5.iii. To conduct a formal search for an alternative location, a request for proposal should be issued.

IMPLEMENTATION/COMMUNICATIONS:

None

OTHER:

Research may need to be conducted to determine what funding may be available to upgrade the current building.

BACKGROUND

REPORT/DOCUMENT: A summary financial analysis of alternative locations is attached.

KEY ISSUE(S)/CONCEPT(S):

The lease on the Victoria office expires September 30, 2011.

FPC directed staff to look into possible alternative locations for the Victoria office.

If a viable alternative location can be identified, work would have to begin soon to secure a lease and arrange for leasehold improvements to be completed by September 30, 2011. In addition to any financial considerations, a significant amount of staff time would be required to plan and implement the move.

There are three main reasons to consider a move for the Victoria office:

- To reduce the carbon footprint of the Victoria office
- To reduce costs
- To obtain a more convenient location for staff and trustees

To conduct this preliminary analysis, the Director of Administrative Services discussed alternatives with Colliers International who have a good general knowledge of lease rates in the region. Also, the landlord for a development on Keating Cross Road was also contacted. It was assumed that Islands Trust requires about 8,500 square feet of office space, which is the space currently occupied at 1627 Fort Street.

Several examples of possible alternative locations were identified. They are discussed below.

Current Office – 1627 Fort Street

- Base lease cost annually per square foot: \$14.50
- Estimated operating costs annually per square foot: \$11.23
- Parking – onsite at a cost of approximately \$65.00 per month per parking space
- Comments – due to the office climate in Victoria, it is likely that a lease renewal could be achieved at the same or slightly less base lease cost. Also, it is possible that the landlord would consider some energy efficiency upgrades to secure Islands Trust as a longer-term tenant.
- Location: the location is well-served by a number of bus routes, and nearby streets have bike lanes. Over the years, a number of staff members have moved to be within a short distance of this location, which facilitates biking and walking as commuting methods.

The Atrium (Yates & Blanshard)

- Base lease cost annually per square foot: \$30.00
- Estimated operating costs annually per square foot: \$13.50
- Parking – not quoted, but downtown parking spaces cost \$90 – \$120 per month
- Comments – this is the new headquarters for BC Ferries and Land Titles, and is built with modern energy efficiencies, however it has not achieved a LEED rating.
- Location: the location is well-served by bus routes, and nearby streets have bike lanes.

1112 Fort Street (at Cook Street)

- Base lease cost annually per square foot: \$20.00
- Estimated operating costs annually per square foot: \$12.50
- Parking – not quoted, but downtown parking spaces cost \$90 – \$120 per month
- Comments – this is the former BC Ferries headquarters that has been upgraded so that it has the BOMA Go-Green Plus certification.
- Location: the location is well-served by bus routes, and nearby streets have bike lanes.

947 Fort Street (near Quadra)

- Base lease cost annually per square foot: \$35.00
- Estimated operating costs annually per square foot: \$13.00
- Parking – not quoted, but downtown parking spaces cost \$90 – \$120 per month
- Comments – this is the new Ombudsman building that has LEED Gold certification. It is uncertain if there is enough space in the building for Islands Trust, but it is included as a LEED Gold example.
- Location: the location is well-served by bus routes, and nearby streets have bike lanes.

Dockside Green (Vic West)

- Base lease cost annually per square foot: \$29.00
- Estimated operating costs annually per square foot: \$9.37
- Parking – not quoted, but downtown parking spaces cost \$90 – \$120 per month
- Comments – this is the cutting edge LEED Platinum location. It is not certain that there is enough space available for Islands Trust, but more commercial space will be constructed over time.
- Location: the location is outside the downtown core but still has good bus service. It is located near the Galloping Goose trail for bike riders.

Keating Cross Road

- Base lease cost annually per square foot: \$14.00 – \$16.00
- Estimated operating costs annually per square foot: \$4.00
- Parking – free
- Comments – this is a largely vacant building that was constructed as a call-centre in Central Saanich. Parts of the building are occupied by Telus Solutions where the government payroll is processed. The operating costs quoted are significantly under the market rate, and they seem unlikely to be sustained over the long-term. From a "green" perspective, it would be a slight improvement on the current location.
- Location: the location is served by one or two bus routes. Biking to that location can be easy or risky depending on where you are coming from and what route you have to take. The location is closer to Swartz Bay, which may be more convenient for Southern Gulf Island Trustees, and it would be roughly the same travel distance for other Trustees as the current location.

Other factors to consider for alternative locations:

- Leasehold improvements – leasehold improvements are typically estimated to cost \$60.00 per square foot. In most cases, when a tenant is moving into a building for a long-term lease, the landlord will cover \$20.00 per square foot of those costs. Therefore, in the financial analysis the figure of \$340,000 is used for the cost of leasehold improvements (\$40 x 8,500 sq. ft.).
- Moving costs – a high level estimate of \$15,000 was obtained to move from our current location to a new location.

Parking was not considered in the financial analysis, even though there are significant differences in parking costs. At the current location, free parking is provided to staff and trustees on a “scramble” basis (ie. no one has a particular spot that is theirs, and there are not enough parking spaces for every employee). It would be no problem to continue this practice at Keating Cross Road where parking is free. However, parking is a much bigger issue at the downtown Victoria locations. Expensive covered parking may be available in or near the building, but other parking alternatives may be quite a distance from the building, and still be quite expensive. Most downtown employers do not provide free parking for their staff.

High Level Financial Analysis

The attached financial analysis looks at the cost of the various locations for a five-year period, and the increased budget requirement for the 2011/12 fiscal year.

All of the alternative locations would cost more than the current location over five years, and the increased budget requirement for 2011/12 ranges from \$326,000 to \$450,000. The Keating Cross Road location could produce savings over a longer term if the operating costs remain as low as was quoted. However, it doesn't seem reasonable to assume that a \$4.00 per square foot operating cost can be maintained, when all the other locations are in the \$9.00 - \$13.00 range.

Some alternate locations would provide a reduced carbon footprint, especially those with LEED certification. Others would have a similar carbon footprint as the current location.

It is uncertain whether the various locations would be more or less convenient for staff and trustees. For staff, it largely depends on where they currently live, how they commute to work now, and how they would have to commute to work in the new location. For trustees, there may be some travel time savings at the Keating Cross Road location, but other factors may make the location less desirable (eg. fewer stores and services in the immediate area).

Recommendation

Moving the Victoria office to a new location would require significant budget increases, along with significant staff involvement in the coming year. Overall, it does not seem to be the best use of resources to move the Victoria office to a new location.

Therefore, the staff recommendation is to concentrate on negotiating a new lease with the current landlord, focussing on obtaining an economical lease rate and improvements to the energy efficiency of the building.

RELEVANT POLICY:

Purchasing Policy 6.5.iii. To conduct a formal search for an alternative location, a request for proposal should be issued.

DESIRED OUTCOME:

Approval to extend the lease at the current location.

RESPONSE OPTIONS

Recommended:

Approval

Alternatives:

Request staff to conduct more research or issue a Request for Proposal

PREPARED BY: Craig Elder
Director of Administrative Services

SUBMITTED BY: Craig Elder

REVIEWED BY: _____
(Chief Administrative Officer)

REVIEWED BY EXECUTIVE COMMITTEE:

N/A

OTHER REVIEW:

FPC – August 31, 2010

Attachment 3 - Correspondence received March 30, 2015

From: "nvbk_k9@yahoo.com" <nvbk_k9@yahoo.com>
Date: March 30, 2015 at 9:55:14 AM PDT
To: Peter Luckham <pluckham@islandstrust.bc.ca>
Cc: Dianne Barber <dbarber@islandstrust.bc.ca>, Derek Masselink <dmasselink@islandstrust.bc.ca>, George Grams <ggrams@islandstrust.bc.ca>, Wendy Scholefield <wscholefield@islandstrust.bc.ca>, Bruce McConchie <bmcconchie@islandstrust.bc.ca>
Subject: The Offices and Staff of the Islands Trust

Dear Sir:

In reviewing the budget documents of the Trust, I noticed the lease for the Victoria office is up for renewal in 2016. This provides the current Trustees with an opportunity to correct the egregious error made many years ago to locate our principal administration office and staff outside the geographic area of the Trust.

The importance of moving quickly to seize this opportunity is accentuated by the current economic challenges faced by the Islands. We urgently need to promote growth in employment on the Islands. Our economic difficulties have arisen during a relatively prosperous period for the Canadian economy. With the current downturn and the possibility of a nation wide recession, economic pressures can be anticipated to grow.

The Trust currently budgets in the neighbourhood of seven million dollars. Taxes to support the activities of the Trust are the third largest item of my property taxes, only slightly smaller than the charges for fire protection.

Two thirds of the employees, including the senior management, are located in Victoria, with small contingents on Salt Spring and Gabriola. The majority of the taxes raised to fund the Trust are not recycled within the Gulf Islands, and do not support our local businesses, nor diversity of employment on the Islands, nor demographic diversity.

I cannot think of any action by the Trust that could have more significant and immediate economic benefits for the Islands, than to move all administration to the Islands. As part of this restructuring the Trust needs to develop a decentralized management model. For example, planning positions responsible for individual Islands need to be located on those Islands.

Never should Trust administration and policy development be delegated to professionals living outside the geographic boundaries of the Trust. We cannot reasonably expect non residents to fully understand, sympathize, share or respond to the challenges of Island life. This fundamental injustice requires correction.

Yours truly
Donn Korbin

Attachment 4 – Relocation Master Worksheet re location of staff positions

Relocation Master Worksheet.xls Master

Islands Trust

Worksheet to determine the best location for a position

(Note: for existing positions, these results are considered in conjunction with the costs of relocating that position to a new location)

Position:

Factors	Weight (1 - 10)	Rating: 1 = least efficient to 5 = most efficient			Weight times Rating by Location		
		Victoria (Southern)	SSI (Central)	Northern	Victoria (Southern)	SSI (Central)	Northern
Proximity to supervisor					0	0	0
Proximity to direct reports					0	0	0
Proximity to other staff that interact with the position					0	0	0
Proximity to trustees that interact with the position					0	0	0
Proximity to external agencies that interact with the position					0	0	0
Proximity to the location of meetings that position needs to attend					0	0	0
Travel costs					0	0	0
CTO generation					0	0	0
Office space costs/availability					0	0	0
Proximity/availability/ease of maintenance of specialized equipment necessary for position					0	0	0
Availability of housing					0	0	0
Attractiveness of location to broadest range of future applicants					0	0	0
Proximity to members of the public that interact with the position					0	0	0
Total Scores				→	0	0	0

ISLANDS TRUST
REQUEST FOR DECISION

Date: June 10, 2015

TO: Islands Trust Council

Target Decision Date: June 24, 2015

SUBJECT: STRATEGIC PLAN – IDENTIFICATION OF POTENTIAL OBJECTIVES,
STRATEGIES AND ACTIVITIES FOR PUBLIC COMMENT

RECOMMENDATION:

1. That the Islands Trust Council approve the draft *Islands Trust Strategic Planning Process – Potential Objectives, Strategies and Activities for 2014-2018*, dated June 24, 2015 (Attachment 1¹) for the purposes of soliciting public comment.
2. That the Islands Trust Council request the Executive Committee to facilitate public consultation regarding the draft *Islands Trust Strategic Plan – Potential Objectives and Strategies for 2014-2018* and forward all public input for the consideration of Council Advisory committees in August 2015 and Trust Council in September 2015.
3. That the Islands Trust Council request the Executive Committee to consult with Council Advisory committees, and the Trust Fund Board and to prepare recommendations regarding a strategic plan including more details regarding potential strategies, actions, timeframes, resource needs and performance measures related to each proposed objective, for the consideration of Trust Council in September 2015.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Trust Council has assigned the Executive Committee to facilitate and coordinate development of its strategic plan. Following a request for input from local trust committees, Council Advisory committees, the Trust Fund Board and Bowen Island Municipal Council, the Executive Committee has developed a draft list of potential objectives and strategies that it believes Council could consider as priorities for the 2014-18 term. At the beginning of its June meeting, Trust Council will have an opportunity to discuss the input received and identify some preliminary priorities. Once Council has endorsed a draft list and public input regarding it has been received, the next steps will be to confirm which objectives and strategies are priorities, identify specific actions that would contribute to the strategies, which part of the organization would perform the actions, performance measures, and budgetary needs. The Executive Committee, in consultation with Council Advisory committees and the Trust Fund Board, would then propose a draft strategic plan, including all of these elements, for Council's consideration in September 2015.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

1

Facilitation of public consultation and development of a draft strategic plan will take a considerable amount of effort by senior staff over the next quarter. Once a strategic plan is adopted, other organizational plans will be amended to reflect Council's strategic objectives.

FINANCIAL:

Trust Council has not budgeted any funds specifically intended for public consultation related to its strategic plan in the 2014-2018 fiscal year, so consultation will be primarily based on news releases and web-based opportunities for the public to provide input. Some funds from the communications budget can be used for this purpose.

The process of developing a strategic plan is not anticipated to require additional funding and none has been budgeted. Once Council approves a plan in September 2015, the Executive Committee and senior staff would work to identify any potential resource requirements related to the adopted plan. These would be discussed by the Financial Planning Committee and Trust Council in December 2015 and proposed in either the 2016-2017 annual budget, or a future budget. In March 2016, Trust Council would have the option of either funding any new requirements, or amending its Strategic Plan to eliminate or delay those strategies or actions it does not wish to fund in the 2016-2017 fiscal year.

POLICY:

No implications for existing policy.

IMPLEMENTATION/COMMUNICATIONS:

The Executive Committee's adopted Strategic Planning Process is outlined in Attachment 2 and illustrates the next steps in development of a strategic plan for the 2014-2018 term. Once Trust Council has approved a draft list of strategic objectives and strategies, the Executive Committee would solicit public input, likely through a news release, a dedicated web page and centralized mail and email addresses, somewhat similar to the public consultation phase that precedes development of the annual budget. Trustees will be encouraged to refer all input to these centralized addresses so that Trust Council can consider all input received. All public input would be forwarded to Council Advisory committees in August 2015, and included in Trust Council's September 2015 meeting agenda for consideration before adoption of a strategic plan for the 2014-2018 term.

OTHER:

n/a

BACKGROUND

The Islands Trust Policy Statement is partially implemented through Council's Strategic Plan and budget. Islands Trust Council has given its Executive Committee responsibility for facilitating development of an organizational strategic plan for Council's consideration.

Development of an organizational strategic plan allows the Islands Trust to focus its finite resources on those objectives that it believes are of highest priority. While Trust Council is asked to address many different issues and could allocate resources and staff in many different directions, experience has shown that there is more success if resources are focused on a few achievable priorities. Objectives identified on Trust Council's strategic plan become the focus of budget allocations, staff training, and advocacy by the Executive Committee.

To develop drafts of the plan for Trust Council's consideration, the Executive Committee has adopted a process to identify between 7 and 12 priority **objectives**, along with related **strategies**, through consultation with each of Council's three standing committees, the Trust Fund Board, local trust committees and Bowen Island Municipality. A table and diagram outlining the process for development of the strategic plan is included in Attachment 2.

So far, the Trust Council has had two general discussions about *objectives* that it might consider to be priorities during its 2014-18 term, both at the local level and throughout the Islands Trust Area. Trustees have also begun to identify *strategies* and *actions* that could help reach those *objectives*. Council's committees, local trust committees, and the Trust Fund Board have also begun to identify *objectives*, *strategies* and *actions* through development of their work programs, which are summarized on a Priorities Chart which is considered by Council each quarter. The Executive Committee has considered these items, plus all input from Islands Trust bodies that it received to June 3, 2015 (Attachment 3), in development of a list of priority objectives and strategies.

On the basis of input received to date, the Executive Committee has prepared a discussion draft that identifies 7 to 12 potential *objectives* that reflect the Executive Committee's current understanding of Council's priorities. The discussion draft organizes these potential *objectives*, *strategies* and *actions* according to broad goals found in the Islands Trust's object and Policy Statement, plus an additional one that focuses on operations. The draft also indicates which parts of the Islands Trust could take responsibility for the various *strategies* and *actions* identified.

In identifying priorities, it will also be important to consider whether the Islands Trust can achieve its objectives with its current level of staff resources, whether it should add resources, or whether current staff levels should be allocated to different purposes.

Attachment 4 provides some frameworks that have been developed to assist trustees in preparing for the strategic planning session at the June Trust Council.

- Page 1 shows the current organization and resources available to achieve the work that Trust Council may wish to undertake. As illustrated, this illustration is separate from the resources available to local trust committees for local planning purposes. In June, trustees will be asked to give a particular focus to the work of Trust Council, through its committees.
- Page 2 is a matrix that can be useful in identifying strategies and activities, by considering which strategies and activities would have the greatest positive impact on Trust Council's objectives, in comparison to the effort necessary to undertake them.
- Page 3 is another matrix that can be useful in identifying priority strategies and activities, by considering which would be the most important, in comparison to the degree of influence that the Islands Trust has over the topic.
- Pages 4-7 identify many of the 'non LTC' strategies activities identified in Attachment 1, divided according to Trust Council's existing four committees and the resources available to them. Given that not all of the work proposed could be accomplished with current resources, trustees may wish to consider what should be the top priorities in the immediate term, and which may be delayed or deleted.

Attachment 5 is included for reference, as the Discussion draft that was circulated to Islands Trust bodies during April to June 2015.

REPORT/DOCUMENT:

Attachment 1 – Islands Trust DRAFT Strategic Plan -- Potential Objectives, Strategies and Activities for 2014-2018 – June 24, 2015

Attachment 2 – Islands Trust Strategic Planning Process – 2014-2018

Attachment 3 – Islands Trust Strategic Plan – Input from Islands Trust bodies – June 3, 2015

Attachment 4 – Tools for choosing priority objectives and strategies

Attachment 5 – Discussion draft of Strategic Plan – circulated in March-June for discussion

KEY ISSUE(S)/CONCEPT(S):

Initial identification of 2014-2018 strategic objectives and strategies for the purposes of public consultation in advance of further strategic plan development and adoption.

RELEVANT POLICY:

The Islands Trust Policy Statement identifies three goals that support the object of the Islands Trust. These goals form the basis for development of the strategic plan.

Trust Council's Policy 2.4.i indicates that the Executive Committee is responsible for coordinating 'the development, preparation and implementation of an organizational strategic plan'. As outlined in Attachment 1, the Executive Committee has adopted a strategic planning process to guide it during this task.

DESIRED OUTCOME:

Further development of a draft strategic plan that will form the basis of public input regarding Trust Council's proposed objectives, strategies and actions for the 2014-2018 term.

RESPONSE OPTIONS

Recommended:

- 1 That the Islands Trust Council approve the draft *Islands Trust Strategic Planning Process – Potential Objectives, Strategies and Activities for 2014-2018*, dated June 24, 2015 (Attachment 1²) for the purposes of soliciting public comment.**
- 2 That the Islands Trust Council request the Executive Committee to facilitate public consultation regarding the draft *Islands Trust Strategic Plan – Potential Objectives and Strategies for 2014-2018* and forward all public input for the consideration of Council Advisory committees in August 2015 and Trust Council in September 2015.**
- 3 That the Islands Trust Council request the Executive Committee to consult with Council Advisory committees, the Trust Fund Board and to prepare recommendations regarding a strategic plan including more details regarding potential strategies, actions, timeframes, resource needs and performance measures related to each proposed objective, for the consideration of Trust Council in September 2015.**

Alternatives:

To amend the draft Strategic Plan – Potential Objectives, Strategies and Actions for 2014-2018 before soliciting public input.

PREPARED BY: Linda Adams
Chief Administrative Officer

SUBMITTED BY: Executive Committee

REVIEWED BY:
(Chief Administrative Officer)

REVIEWED BY EXECUTIVE COMMITTEE:

June 10, 2015

OTHER REVIEW:

n/a

²



Islands Trust

DRAFT Strategic Plan

Potential Objectives, Strategies and Activities for 2014-2018¹ June 24, 2015

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

POTENTIAL OBJECTIVE	POTENTIAL STRATEGIES	EXAMPLES OF ACTIVITIES THAT COULD IMPLEMENT POTENTIAL STRATEGIES	WHO WOULD WORK ON IT?
1 PROTECT the natural environment of islands	1.1 Encourage voluntary stewardship of natural environment	Promote community participation in conservation through information sharing and education about private land stewardship options	TFB
		Share information about best practices for covenants and NAPTEP with all planning staff	TFB
		Improve and update mapping of natural and modified environments, including terrestrial ecosystem mapping, protected area networks, nearshore mapping and areas under sustainable forestry or sustainable agricultural use.	TFB
		Research and develop a pilot landowner contact program in collaboration with a local conservancy	TFB
		Support island-based land trusts with partnerships, funding and capacity building opportunities	TFB
	1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area	Present NAPTEP program to BIM Council for consideration Finalize Letter of Understanding with BIM	EC
		Launch NAPTEP on Bowen Island(subject to BIM approval)	TFB

¹ For consideration and potential amendment during Trust Council's Strategic Planning Session on June 23, 2015

POTENTIAL OBJECTIVE	POTENTIAL STRATEGIES	EXAMPLES OF ACTIVITIES THAT COULD IMPLEMENT POTENTIAL STRATEGIES	WHO WOULD WORK ON IT?
	1.3 Protect fish habitat by implementing <u>Riparian Areas Regulation</u>	Identify RAR watersheds Improve mapping of riparian areas Adopt new bylaws to implement RAR	LTCs**
	1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund	Seek legislative change regarding TFB name	EC
		Develop and implement strategy re changes to name Review and launch long-term funding strategy	TFB
	1.5 Establish core conservation areas to protect biodiversity priorities identified in the Regional Conservation Plan	Map and prioritize high biodiversity areas and develop a strategy for protection Protect land with high biodiversity, through acquisition, donation, or conservation covenant	TFB
	1.6 Reduce <u>greenhouse gas emissions</u> & Encourage renewable sustainable and environmentally friendly energy systems	Use new planning tools to reduce greenhouse gas emissions (e.g. as illustrated in Council toolkit Reducing Greenhouse Gases in the Islands Trust Area)	LTCs**/BIM***
		Develop a Renewable Energy Tool Kit	LPC
	1.7 Use land use planning tools and decisions to protect coastal Douglas fir and associated ecosystems	Develop a planning toolkit to illustrate how to protect cDf and associated ecosystems	LPC
	1.8 Advocacy re protection of ecosystems	Advocate for a fallow deer management plan	EC
2. PRESERVE and PROTECT coastal shorelines and marine areas	2.1 Use land use planning tools for shoreline protection	Specific activities and phases to be determined by LTCs and BIM	LTCs**/BIM***
	2.2 Participate in planning for National Marine Conservation Area Reserve	Respond to NMCA implementation steps with complementary activities, as required	TPC

POTENTIAL OBJECTIVE	POTENTIAL STRATEGIES	EXAMPLES OF ACTIVITIES THAT COULD IMPLEMENT POTENTIAL STRATEGIES	WHO WOULD WORK ON IT?
	2.3 Advocate for protection of the Salish Sea and Howe Sound re shipping safety, derelict vessels and industrial activities	Advocacy letters from the Islands Trust Chair 'Letter of Comment' to hearings related to Kinder Morgan tanker traffic Continue to advocate for senior government solutions to derelict vessels	EC
		Howe Sound advocacy – specific activities and phases to be defined by TPC with input from Gambier LTC and BIM	TPC
		(EC to identify/confirm advocacy priorities in consultation with Trust Council) (e.g light pollution, freighter anchorage activities , bridge connections, etc)	EC
		Advocate to reduce negative impacts of shellfish aquaculture practices Develop working relationships with government and private agencies having interests in shellfish aquaculture Participate in working groups and activities pertaining to shellfish aquaculture	EC
	2.4 Encourage voluntary stewardship of nearshore ecosystems	TBD	TPC

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

POTENTIAL OBJECTIVE	POTENTIAL STRATEGIES	EXAMPLES OF ACTIVITIES THAT COULD IMPLEMENT POTENTIAL STRATEGIES	WHO WOULD WORK ON IT?
3. REDUCE our ecological footprint	3.1 Use land use planning tools to maximize resource efficiency	Amend OCPs to include new policies about resource efficiency Amend LUBs to address resource efficiency (i.e. to make best use of existing buildings)	LTCs
	3.2 Advocate for efficient and sustainable transportation systems	TBD	EC
	3.2 Use land use planning tools to ensure levels of development are consistent with a sustainable water supply	TBD	LTCs
4. PROTECT quality of water resources	4.1 Coordinate with other agencies to protect water quality	Facilitate structured decision-making process to identify strategies for St. Mary Lake watershed management through SSIWPA (SSI) Further activities and phases to be identify by LTCs with this as a priority	LTC

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

POTENTIAL OBJECTIVE	POTENTIAL STRATEGIES	EXAMPLES OF ACTIVITIES THAT COULD IMPLEMENT POTENTIAL STRATEGIES	WHO WOULD WORK ON IT?	
5. ENHANCE protect/restore community socio-economic diversity and economic sustainability	5.1 Advocate for sustainable, affordable and appropriate ferry service	To be defined by decisions of EC and recommendations of TPC	EC	TPC
	5.2 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (as described in Trust Council's Community Housing Toolkit)	Amend OCPs to include affordable housing policies	LTCS**/ BIM***	
		Amend LUBs to improve availability of affordable housing	LTCS**/ BIM***	
		Develop an inventory of approaches and communications materials related to secondary suites and affordable housing initiatives on each island	LPC	
		Develop an inventory of incentives for landowners	LPC	
	5.3 Use land use planning tools to promote economic sustainability	Amend LUB to ensure an appropriate supply of land zoned for emerging industrial and commercial needs in one LTA Improve planning for island villages (SSI and Gabriola) Amend LUB in one or more LTAs to address the diversity of economic and employment opportunities (e.g. Galiano project re contractor yards)	LTCS**	
		Develop an inventory of approaches to short term vacation rentals on each island	LPC	
	5.4 Use land use planning tools to address challenges of an aging population	Develop an inventory of land use planning tools that address aging population	LPC	
	5.5 Use land use planning tools to assist communities in adapting to future climate change and rising sea levels	Develop a toolbox of planning tools that address climate change Amend OCPs to address future climate change and rising sea levels Amend LUBs to address future climate change and rising sea levels	LTCS**	
	5.6 Work with other agencies to advocate for and promote economic sustainability	Recommend an advocacy position to TC for sustainable and appropriate agricultural policies - for presentation to the Agricultural Land Commission(ALC)	TPC	
		Advocate to the ALC re sustainable and appropriate agricultural policy, based on positions approved by TC	EC	
		Specific activities to be determined (e.g. foster reputation/attraction of the Islands Trust Area as a model of	TPC	LTCS

POTENTIAL OBJECTIVE	POTENTIAL STRATEGIES	EXAMPLES OF ACTIVITIES THAT COULD IMPLEMENT POTENTIAL STRATEGIES	WHO WOULD WORK ON IT?	
		sustainability, work related to waste management)		
	5.7 Reduce or eliminate tax revenue exported out of the Islands Trust Area	Initiate study into options for Islands Trust office and/or job locations	FPC?	
	5.8 Facilitate exploration of intra and inter-island transportation options	Develop a project charter	TPC	

Goal D: Effective, efficient and collaborative governance

POTENTIAL OBJECTIVE	POTENTIAL STRATEGIES	EXAMPLES OF ACTIVITIES THAT COULD IMPLEMENT POTENTIAL STRATEGIES	WHO WOULD WORK ON IT?
6. STRENGTHEN relations with First Nations	6.1 Improve engagement with First Nations	Develop strategy to use funding allocated to improve FN relations	EC
		Improve First Nations liaison at an informal political level	LTCs
		Seek common ground with local First Nations and build on it by identifying areas of shared advocacy and by proactively proposing shared partnerships	LTCs
	6.2. Improve protection of archaeological and First Nations cultural resources	Educational session at TC re concerns with archaeological site protection	EC
		Advocacy with archaeology branch	EC
		Develop toolkit for protection of archaeological sites	LPC
7. IMPROVE organizational cost effectiveness and resilience	7.1 Improve cost effectiveness and quality of Trust Council operations	Amend TC Meeting Procedures Bylaw to enable electronic meetings	EC
		Develop and adopt a program for review and update of Trust Council policies and procedures	EC
		Develop and adopt an on-going performance measurement program for Trust Council operations (i.e. based on Key Performance Indicators or process analysis)	FPC
		Begin preliminary investigations into the possibility of forming a Gulf Island Regional District	EC
		Increase opportunities for Trust Council to engage in in-depth discussion about its vision, goals, mandate and activities	EC
		Provide for more collaboration with San Juan County representatives	EC
	7.2 Improve cost-effectiveness and quality of local planning services	Develop an inventory of approaches and communications materials related to priority planning projects	LPC
		Identify Key Performance Indicators for LTC operations	LPC
		Develop an on-going performance measurement program for LTC operations	LPC
		Investigate the use of Alternative Dispute Resolution and/or mediation in bylaw enforcement	LPC

POTENTIAL OBJECTIVE	POTENTIAL STRATEGIES	EXAMPLES OF ACTIVITIES THAT COULD IMPLEMENT POTENTIAL STRATEGIES	WHO WOULD WORK ON IT?	
		'Value for money' audit and benchmarking of LPS services Process review of LPS services	LPC	
	7.3 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island	Identify Adaptation Strategy principles and objectives	EC	
		Review existing IT-MCSCD protocol agreement regarding incorporation of municipalities in the Islands Trust Area	EC	
		Develop detailed Islands Trust Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island	EC	FPC
		Finalize and adopt detailed Adaptation Strategy	EC	
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	Revise and consolidate six agreements with the Province relating to Crown Land in the Islands Trust Area	TPC	
	8.2 Strategies to be determined (e.g. Integrated Community Sustainability Planning)	To be determined by LTCs, or potentially by LPC and EC (e.g. improve process for development of RD/LTC protocol agreements)	LTCs LPC	
	8.3 Explore opportunities and benefits of working with UNESCO and the TFB and others in seeking nomination of the Trust Area as a UN Biosphere	Develop project charter to explore UN Biosphere designation	TPC	
9. Improve community and agency understanding and support of the Islands Trust	9.1 Engage communities and agencies in review/update of the Islands Trust Policy Statement	Develop project charter to explore review/update of the Islands Trust Policy Statement	TPC	
	9.2 Develop a vision for the Islands Trust Area	Develop project charter for development of a vision	TPC	
	9.3 Improve communications about the Islands Trust object and history	new communications tools website photos social media strategy video	EC	

POTENTIAL OBJECTIVE	POTENTIAL STRATEGIES	EXAMPLES OF ACTIVITIES THAT COULD IMPLEMENT POTENTIAL STRATEGIES	WHO WOULD WORK ON IT?
	9.4 Engage communities and agencies in development of updated land use bylaws	To be determined by LTCs	LTCs
10. IMPROVE community engagement and participation in Islands Trust work	10.1 Improve communications and availability of information about Islands Trust activities	Electronic broadcast of meetings of Islands Trust bodies.	EC
	10.2 Improve Trust Council and Executive Committee engagement of stakeholders	Develop project charter	EC
	10.3 Improve LTC engagement of stakeholders	Develop project charter	LPC

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

Colour Key for Last 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

Abbreviations:

AVICC – Assoc. of Vancouver Island Coastal Communities
BIM – Bowen Island Municipality
cDf – coastal Douglas fir
EC – Executive Committee
FN – First Nations
FPC – Financial Planning Committee
FY – Fiscal Year
IT – Islands Trust
ITF – Islands Trust Fund
ITPS – Islands Trust Policy Statement
LGA – Local Government Act
LPC – Local Planning Committee
LPS – Local Planning Services
LTA – Local Trust Area
LTC – Local Trust Committee
LUB – Land Use Bylaw
MCSCD – Ministry of Community, Sport and Cultural Development
MVRD – Metro Vancouver Regional District
NA – Not Applicable
NEB – National Energy Board
NAPTEP – Natural Area Protection Tax Exemption Program
NMCA – National Marine Conservation Area
OCP – Official Community Plan
ProD – Professional Development
RAR – Riparian Areas Regulation
RD – Regional District
RFD – Request for Decision
SSI – Salt Spring Island
TAS – Trust Area Services
TBD – To Be Determined
TC – Trust Council
TFB – Trust Fund Board
TPC – Trust Programs Committee
UBCM – Union of BC Municipalities

NOTES

DIRECTOR OF ADMINISTRATIVE SERVICES 2015-2016 FIRST QUARTER REPORT

Date: 04/06/2015

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
Trust Council, Executive Committee, Financial Planning Committee - June 3 FPC and Audit Committee meetings - Presentation of draft Audited Financial Statements to FPC and Audit Committee Meetings June 3, 2015 - Provided briefing to FPC on Victoria Office Lease - Meetings with KPMG regarding potential benchmarking review - Received ministerial approval for Borrowing Anticipation Bylaw and Trustee Remuneration Bylaw	Trust Council, Executive Committee, Financial Planning Committee - FPC meeting August 26, 2015 - Forward 2014/15 audited financial statements to Minister - Receive ministerial approval for Financial Plan Bylaw
Human Resources - All Staff Meeting June 9, 2015 - Many hiring processes over the time period - Administrative Coordinator attended Municipal Administrator's Training Institute course Managing HR in Government - Monthly OSH Committee meetings	Human Resources - Develop training for managers on hiring processes, time reporting and leave management in January/February 2015 - Review HR policies in operations manual - Completion of hiring processes initiated this quarter
Financial Management and Payroll Completion of year-end transactions and preparation of March 31, 2015 draft financial statements for review by auditors	Financial Management and Payroll - Complete 2014/15 Statement of Financial Information - Complete 2014/15 Allocated Financial Statements - Implement Time, Leave and Attendance Management (TLAM) Project - Review Finance policies in operations manual
Information Systems - Continued work to complete and stabilize eSCRIBE meeting management software - Finalized new telephone system contract	Information Systems - Complete review of integrated Information Systems strategy - Install new telephone system in Victoria office - Begin work on Business Continuity Plan - Work on replacement of Applications
General - Completed 2014 Carbon Inventory calculations and purchased Carbon Offsets from Community Carbon Marketplace. Information posted on website. - Renewed leases for North Pender, Galiano and Gabriola office locations - Renewed insurance policies - Completed	General Continued participation on Operations Manual Review Project



FINANCIAL PLANNING COMMITTEE REPORT

To: Trust Council

Date: June 3, 2015

WORK PROGRAM

1. First Draft of the 2016/17 Budget

Planned

Review budget assumptions and principles at FPC August 26, 2015 meeting .

2. Complete the 2014/15 Year-End Audit

Current

2014/15 audit completed and draft Audited Financial Statements and Audit Findings Report presented to June 3, 2015 FPC meeting.

WORK PROGRAM STATUS *(Completed, Changed, and Future Priorities)*

The Financial Planning Committee has adopted the above noted priorities for the second quarter of fiscal 2015/2016. New work program items will be reviewed and assessed throughout the year.

UPDATE *(on Meetings, Agency Liaison, Resource Requirements, etc.)* The Financial Planning Committee and the Audit Committee met on June 3, 2015. The next meeting of the Financial Planning Committee is proposed to be held August 26, 2015. 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: June 23-25, 2015

From: Financial Planning Committee

Date Prepared: June 3, 2015

SUBJECT: MARCH 31, 2015 AUDITED FINANCIAL STATEMENTS (ANNUAL ITEM)

RECOMMENDATION: That the Trust Council approve the audited financial statements of the Islands Trust including the Statement of Financial Position, the Statement of Operations, the Statement of Changes in Net Financial Assets and the Statement of Cash Flows, for the year ended March 31, 2015.

CHIEF ADMINISTRATIVE OFFICERS COMMENTS: The Independent Auditor's report indicates that in their opinion the financial statements present fairly, in all material aspects, the financial position of Islands Trust as at March 31, 2015.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None

FINANCIAL: None

POLICY: No implications for existing policy

IMPLEMENTATION/COMMUNICATIONS: Once approved by the Islands Trust Council, the year-end audited financial statements and auditor's report will be forwarded to the Minister of Community, Sport and Cultural Development as required by the *Islands Trust Act*, S. 19 and made available to the public via the Islands Trust website.

OTHER: n/a

BACKGROUND

The Audit Committee has reviewed the year-end audited financial statements and auditor's report with our auditors, KPMG, and reported back to the Financial Planning Committee. The FPC has approved forwarding the audited financial statements to Trust Council.

REPORT/DOCUMENT:

Islands Trust draft audited financial statements for the year ended March 31, 2015.

RELEVANT POLICY:

Bylaw No 155, Islands Trust Financial Plan Bylaw 2014-15.

Islands Trust Act S. 18 requires the Islands Trust appoint an auditor to audit the accounts and transactions of the Islands Trust Council and local trust committees, and requires that the auditor report to Islands Trust Council and to the Minister.

DESIRED OUTCOME:

Approval of the audited financial statements for the year ended March 31, 2015.

RESPONSE OPTIONS

Recommended: That Trust Council approves the audited financial statements for the year ended March 31, 2015.

Alternatives: None

Prepared By: Cindy Shelest, Director Administrative Services

Reviewed By/Date: Linda Adams, Chief Administrative Officer, May 27, 2015

Linda Adams, Chief Administrative Officer

DRAFT Financial Statements of

ISLANDS TRUST

Year ended March 31, 2015

ISLANDS TRUST

Financial Statements

DRAFT

Year ended March 31, 2015

Financial Statements

Management's Responsibility for the Financial Statements	1
Independent Auditors' Report	2
Statement of Financial Position	3
Statement of Operations	4
Statement of Change in Net Financial Assets	5
Statement of Cash Flows	6
Notes to Financial Statements	7

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The accompanying financial statements of Islands Trust (the "Trust") are the responsibility of the Trust's management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting standards for local governments as established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Trust's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Trust, acting through its Audit Committee, meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by KPMG LLP, independent external auditors appointed by Trust Council. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Trust's financial statements.

Chief Administrative Officer

Treasurer

INDEPENDENT AUDITORS' REPORT

To the Trustees of Islands Trust and the Minister of Community, Sport and Cultural Development

We have audited the accompanying financial statements of Islands Trust, which comprise the statement of financial position as at March 31, 2015, the statements of operations, change in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Islands Trust as at March 31, 2015, its results of operations, changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Accountants

MM DD, YYYY
Victoria, Canada

ISLANDS TRUST

Statement of Financial Position

DRAFT

March 31, 2015, with comparative information for 2014

	2015	2014
Financial assets:		
Cash and cash equivalents (note 2)	\$ 2,758,947	\$ 3,696,156
Accounts receivable	86,384	55,271
Investments (note 3)	1,003,156	-
	<u>3,848,487</u>	<u>3,751,427</u>
Liabilities:		
Accounts payable and accrued liabilities	298,489	295,217
Wages and benefits payable	1,049,837	985,269
Deferred revenue	53,349	53,981
Employee benefit obligations (note 4)	81,224	94,538
Obligations under capital leases (note 5)	46,475	55,265
Cost recovery deposits (note 13(ii))	3,439	9,675
	<u>1,532,813</u>	<u>1,493,945</u>
Net financial assets	2,315,674	2,257,482
Non-financial assets:		
Tangible capital assets (note 6)	91,605	115,322
Prepaid expenses	59,190	52,273
	<u>150,795</u>	<u>167,595</u>
Commitments (note 11)		
Contingent liabilities (note 12)		
Accumulated surplus (note 7)	\$ 2,466,469	\$ 2,425,077

The accompanying notes are an integral part of these financial statements.

On behalf of the Trust Council:

Trustee

Trustee

ISLANDS TRUST

Statement of Operations

DRAFT

Year ended March 31, 2015, with comparative information for 2014

	Budget (note 9)	2015	2014
Revenue:			
Property tax - general	\$ 6,126,685	\$ 6,126,685	\$ 6,066,025
Property tax levy - Bowen Island Municipality	214,654	214,654	225,170
Property tax - special requisition	110,000	110,000	-
Government transfers (note 8)	179,122	275,284	85,184
Fees and sales	110,000	89,533	103,604
Interest income	50,000	54,957	40,196
Other income	-	5,556	2,089
Total revenue	6,790,461	6,876,669	6,522,268
Expenses (note 10):			
Council services	1,149,508	1,104,264	997,420
Local trust committee services	5,314,697	5,147,708	4,879,667
Trust fund services (note 13)	659,876	583,305	623,827
Total expenses	7,124,081	6,835,277	6,500,914
Annual surplus (deficit)	(333,620)	41,392	21,354
Accumulated surplus, beginning of year	2,425,077	2,425,077	2,403,723
Accumulated surplus, end of year	\$ 2,091,457	\$ 2,466,469	\$ 2,425,077

The accompanying notes are an integral part of these financial statements.

ISLANDS TRUST

Statement of Change in Net Financial Assets

DRAFT

Year ended March 31, 2015, with comparative information for 2014

	Budget (note 9)	2015	2014
Annual surplus (deficit)	\$ (333,620)	\$ 41,392	\$ 21,354
Acquisition of tangible capital assets	-	(30,476)	(18,550)
Acquisition of tangible capital assets through capital lease	-	(5,213)	(39,754)
Amortization of tangible capital assets	65,000	59,406	59,312
Loss on disposal of capital assets	-	-	8,649
	(268,620)	65,109	31,011
Acquisition of prepaid expenses	-	(6,917)	(17,136)
Change in net financial assets	(268,620)	58,192	13,875
Net financial assets, beginning of year	2,257,482	2,257,482	2,243,607
Net financial assets, end of year	\$ 1,988,862	\$ 2,315,674	\$ 2,257,482

The accompanying notes are an integral part of these financial statements.

ISLANDS TRUST

Statement of Cash Flows

DRAFT

Year ended March 31, 2015, with comparative information for 2014

	2015	2014
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 41,392	\$ 21,354
Items not involving cash:		
Amortization of tangible capital assets	59,406	59,312
Loss on disposal of tangible capital assets	-	8,649
Change in non-cash operating assets and liabilities:		
Accounts receivable	(31,113)	33,291
Wages and benefits payable	64,568	35,095
Accounts payable and accrued liabilities	3,272	(88,284)
Deferred revenue	(632)	(1,733)
Employee benefit obligations	(13,314)	(4,592)
Cost recovery deposits	(6,236)	(5,435)
Prepaid expenses	(6,917)	(17,136)
Net change in cash from operating activities	110,426	40,521
Capital activities:		
Acquisition of tangible capital assets	(30,476)	(18,550)
Investing activities:		
Purchase of Investments	(1,003,156)	-
Financing activities:		
Principal payments on obligations under capital leases	(14,003)	(27,970)
Change in cash and cash equivalents	(937,209)	(5,999)
Cash and cash equivalents, beginning of year	3,696,156	3,702,155
Cash and cash equivalents, end of year	\$ 2,758,947	\$ 3,696,156
Supplemental cash flow information:		
Assets acquired under capital lease	\$ 5,213	\$ 39,754

The accompanying notes are an integral part of these financial statements.

ISLANDS TRUST

Notes to Financial Statements

DRAFT

Year ended March 31, 2015

Islands Trust (the "Trust") is incorporated under the Islands Trust Act of British Columbia (as amended). The objectives of the Trust are to preserve and protect the Trust area and its unique amenities and environment for the benefit of the residents of the Trust area and of the Province generally.

1. Significant accounting policies:

The financial statements of Islands Trust are prepared by management in accordance with Canadian public sector accounting principles for local governments as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Trust are as follows:

(a) Reporting entity:

The financial statements include a combination of all the assets, liabilities, revenues, expenses, and changes in fund balances and in financial position of the trust council and the local trust committees.

The Trust occasionally conducts work on behalf of development applicants on a cost-recovery basis. These trust activities are not included in the financial statements.

(i) Consolidated entities:

The Trust does not control any significant external entities and accordingly no entities have been consolidated with the financial statements.

(ii) Funds held in trust:

The Trust administers operations of The Islands Trust Fund. The annual expenses of The Islands Trust Fund are reported by the Trust in accordance with The Islands Trust Act (note 13).

(b) Basis of accounting:

The Trust follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

ISLANDS TRUST

Notes to Financial Statements (continued)

DRAFT

Year ended March 31, 2015

1. Significant accounting policies (continued):

(c) Revenue recognition:

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability under section PS 3200 of public sector accounting standards.

Revenue unearned in the current period is recorded as deposits or deferred revenue.

Tax revenue is recognized on an accrual basis.

(d) Cash and cash equivalents:

Cash and cash equivalents include short-term highly liquid investments with a term to maturity of 90 days or less at acquisition. Investments in the Municipal Finance Authority of British Columbia ("MFA") Bond and Money Market Funds are recorded at cost plus earnings reinvested in the funds. Investment income is reported as revenue in the period earned.

(e) Investment income:

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on restricted funds is added to the investment and forms part of the deferred revenue balance.

(f) Employee future benefits:

The Trust and its employees make contributions to the Public Service Pension Plan, which provides benefits directly to employees upon retirement. These contributions are expensed as incurred.

A gratuity is also available to employees upon retirement. The cost of this benefit is borne by the Public Service Pension Plan.

ISLANDS TRUST

Notes to Financial Statements (continued)

DRAFT

Year ended March 31, 2015

1. Significant accounting policies (continued):

(g) Liability for contaminated sites:

A liability for contaminated sites is recognized when a site is not in productive use and the following criteria are met:

- i) an environmental standard exists;
- ii) contamination exceeds the environmental standard;
- iii) the Trust is directly responsible or accepts responsibility;
- iv) it is expected that future economic benefits will be given up; and
- v) a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

(h) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life - years
Furniture and equipment	5
Computers	3
Leasehold improvements	lesser of remaining term of the lease and useful life

Amortization is charged annually, including in the year of acquisition and disposal. Assets under construction are not amortized until the asset is available for productive use.

ISLANDS TRUST

Notes to Financial Statements (continued)

DRAFT

Year ended March 31, 2015

1. Significant accounting policies (continued):

(h) Non-financial assets (continued):

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Trust's ability to provide goods and services, or when the value of future economic benefits associated with the asset are less than the book value of the asset.

(ii) Contributions of tangible capital assets:

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(iii) Works of art and historical treasures:

Works of art and historical treasures are not recorded as assets in these financial statements.

(iv) Interest capitalization:

The Trust does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

(v) Leased tangible capital assets:

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(i) Use of estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating provisions for accrued liabilities. Actual results could differ from these estimates.

(j) Adoption of new accounting policy:

On April 1, 2014, the Trust adopted PS 3260 Liability for Contaminated Sites. The standard was applied on a retroactive basis to April 1, 2013 and did not result in any adjustments to financial liabilities, tangible capital assets or accumulated surplus of the Trust.

ISLANDS TRUST

Notes to Financial Statements (continued)

DRAFT

Year ended March 31, 2015

2. Cash and cash equivalents:

	2015	2014
Bank account balances	\$ 1,103,436	\$ 457,494
Municipal Finance Authority Bond Fund	68,613	861,744
Municipal Finance Authority Money Market Fund	82,378	2,376,918
Raymond James GIC	1,504,520	-
	\$ 2,758,947	\$ 3,696,156

3. Investments:

Investments consist of a guaranteed investment certificate with a cost that approximates market value. It has a stated interest rate of 1.80% and a maturity date of January 26, 2017.

4. Employee benefit obligations:

The Trust provides sick leave and certain other benefits to its employees and are recorded as follows:

	2015	2014
Vacation pay	\$ 61,954	\$ 67,893
Compensatory time off	19,270	26,645
	\$ 81,224	\$ 94,538

Vacation pay and compensatory time off represent the liability for accumulated banks for draw down at future dates and/or for payout on approved retirement, or upon termination or death.

ISLANDS TRUST

Notes to Financial Statements (continued)

DRAFT

Year ended March 31, 2015

4. Employee benefit obligations (continued):

Other pension plans

The Trust and its employees make contributions to the Public Service Pension Plan (the "Plan"), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The Plan has about 54,000 active members and approximately 42,000 retired members.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and adequacy of Plan funding. The most recent valuation as at March 31, 2014 indicated a surplus of \$392 million for basic pension benefits. The next valuation will be as at March 31, 2017, with results available in 2018. The actuary does not attribute portions of the unfunded liability or surpluses to individual employers. Contributions to the plan by the Trust totaled \$278,097 (2014 - \$283,811) during the year.

5. Obligations under capital leases:

The amounts due for obligations under capital leases are as follows:

2016	\$	14,947
2017		14,947
2018		11,638
2019		9,405
2020 and thereafter		1,762
Total minimum lease payments		52,699
Less amounts representing interest (at rates ranging from 2.25% to 6.25%)		6,224
Present value of net minimum capital lease payments	\$	46,475

Interest of \$1,854 (2014 - \$1,718) relating to capital lease obligations has been included in expenses on the statement of operations.

ISLANDS TRUST

Notes to Financial Statements (continued)

DRAFT

Year ended March 31, 2015

6. Tangible capital assets:

	Denman Island Site	Furniture and equipment	Computers	Leasehold improvements	Total 2015	Total 2014
Cost:						
Balance, beginning of year	\$ 10,000	\$ 113,063	\$ 174,020	\$ 244,268	\$ 541,351	\$ 528,837
Additions	-	5,213	24,922	5,554	35,689	58,304
Disposals	-	(5,299)	-	-	(5,299)	(45,790)
Balance, end of year	10,000	112,977	198,942	249,822	571,741	541,351
Accumulated amortization:						
Balance, beginning of year	10,000	58,056	137,386	220,587	426,029	403,858
Disposals	-	(5,299)	-	-	(5,299)	(37,141)
Amortization expense	-	15,969	30,111	13,326	59,406	59,312
Balance, end of year	10,000	68,726	167,497	233,913	480,136	426,029
Net book value, end of year	\$ -	\$ 44,251	\$ 31,445	\$ 15,909	\$ 91,605	\$ 115,322

Contributed tangible capital assets:

Contributed capital assets have been recognized at fair market value at the date of contribution. There were no contributed assets received during 2015 or 2014.

In fiscal 1994, the Denman Island Ratepayers' Association donated \$10,000 which was used by the Trust to purchase the Denman Island Old School Site from School District #71. The Trust agreed to facilitate the sale of the school site between School District #71 and the Ratepayers' Association and to hold title to the property on behalf of the community. The Denman Island Ratepayers' Association has leased the building on the site from the Trust for 99 years for a total fee of \$10.

7. Accumulated surplus:

Accumulated surplus consists of:

	2015	2014
Invested in tangible capital assets	\$ 45,130	\$ 60,057
General Revenue Fund	2,378,358	2,365,020
Special property tax requisition fund	42,981	-
	\$ 2,466,469	\$ 2,425,077

ISLANDS TRUST

Notes to Financial Statements (continued)

DRAFT

Year ended March 31, 2015

8. Government transfers:

Government transfers recorded as revenue on the statement of operations are comprised of:

	2015	2014
Provincial operating grant	\$ 182,770	\$ 85,184
Lasqueti energy project	65,289	-
Salt Spring Island Water Protection Project	19,677	-
Other	7,548	-
	<u>\$ 275,284</u>	<u>\$ 85,184</u>

9. Budget data:

The budget data presented in these financial statements is based upon the 2015 operating budget approved by Trust Council on March 5, 2014. The following reconciles the approved budget to the budget figures reported in these financial statements.

	Budget amount
Operating budget:	
Revenue	\$ 7,059,080
Less appropriation from surplus	(268,619)
	<u>6,790,461</u>
Expenses	7,124,081
Annual deficit	<u>\$ (333,620)</u>

ISLANDS TRUST

Notes to Financial Statements (continued)

DRAFT

Year ended March 31, 2015

10. Classification of expenses by object:

	2015	2014
Staff salaries and benefits	\$ 3,999,500	\$ 3,870,438
Traveling/training and recruitment	179,522	160,699
Council and trustee costs	800,976	785,377
Office operations	902,017	876,356
Programs	478,671	450,526
Legal	302,772	298,206
Elections	112,413	-
Amortization	59,406	59,312
	\$ 6,835,277	\$ 6,500,914

11. Commitments:

Minimum annual lease payments:

The Trust is committed to leases for rented premises. Minimum future payments in the next five years are as follows:

2016	\$ 349,619
2017	220,697
2018	84,448
2019	41,783
2020	41,783

12. Contingent liabilities:

In the normal course of operations, claims for alleged damages are made against the Trust. The Trust records an accrual in respect of legal claims that are likely to be successful and for which a liability amount is reasonably determinable. The remaining claims, should they be successful as a result of litigation, will be recorded when a liability is likely and determinable. The Trust is covered through an independent insurance program against certain claims.

ISLANDS TRUST

Notes to Financial Statements (continued)

DRAFT

Year ended March 31, 2015

13. Trust activities:

(i) Trust Fund under administration:

The Trust administers The Islands Trust Fund (the "Fund") which is related through the composition of the Fund's Board. The Fund is empowered to accept donations, grants and bequests on behalf of the Trust and to hold land and other property in compliance with a plan approved by the Ministry of Community, Sport and Cultural Development. The Fund's Board is comprised of three members from Trust Council and up to three members appointed by the Minister of Community, Sport and Cultural Development.

For financial reporting purposes, the Trust and the Fund are reported on separately. These financial statements present the financial position and results of operations of the Trust.

The Fund's annual expenses are funded by and reported as part of the Trust in accordance with The Islands Trust Act. These expenses are summarized as follows:

	2015	2014
Operations	\$ 433,061	\$ 465,536
Board	17,319	14,082
Property management	132,925	144,209
	\$ 583,305	\$ 623,827

(ii) Third party trust funds:

The Trust administers trust activities on behalf of development applicants on a cost-recovery basis. The activities are as follows:

	2015	2014
Cash received during the year	\$ 10,409	\$ 10,300
Cash paid during the year	16,645	15,735

The net payable from development applicants of \$3,439 (2014 - \$9,675) is reported as a liability on the statement of financial position.

DIRECTOR OF TRUST AREA SERVICES 2015-2016 FIRST QUARTER REPORT

Date: June 3, 2015

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. <u>TRUST COUNCIL / TRUST PROGRAMS COMMITTEE</u> • Sent six letters to delegates and presenters at March Trust Council • Presented NAPTEP to BIM Council on May 25 • Oriented Trust Programs Committee with new toolkit and gave briefings re Indicator program, Crown land profiles, BC Ferries advocacy • Briefed Trust Council re legislative monitoring • Administered 2015 Community Stewardship Awards program • Assessed resources required to complete Crown Land Profiles	• Administer the Community Stewardship Awards program and prepare 2017 program documents • Finalize Community Stewardship Awards administration procedure • Manage referral from BC Hydro re: Wood pole test and treat program – Bowen Island. • Legislative Monitoring report and briefing
2. <u>AGENCY LIAISON and ADVOCACY</u> • Chair letters to: ○ Minister of Forests Lands and Natural Resource Operations re support for Grace Islet protection ○ BC Environmental Assessment Office re community concerns with Woodfibre LNG's application ○ Minister of Transportation and Infrastructure re thank you for March meeting ○ Michael Davies, Kinder Morgan Canada, re declining offer to meet ○ Michael Corrigan, BC Ferries, re invitation to meet with Executive Committee or Trust Council ○ Bowen Island Municipal Mayor and Council re Strategic Plan Discussion Draft ○ BC Environmental Assessment Office re improving public participation in environmental assessment • Received approval from Trust Programs Committee for the project charter guiding amendments to agreements with the Ministry of Forests, Lands and Natural Resources. • Launched new campaign asking the province to invest \$14M to reduce BC Ferries fares by 25% • Hosted joint meeting with Executive Committee, Trust Fund Board Chair and Assistant Deputy Minister Jay Schlosar about changing the name of the Trust Fund Board to Islands Trust Conservancy • As an appointed member, the Policy Advisor attended her first meeting with Transport Canada's Regional Advisory Council on Marine Oil Spill Preparedness and Response (Focus was orientation)	• Ongoing tracking of legislative and major policy / program changes in all levels of government • Continue to support Trust Council and trustee engagement on BC Ferries issues • Continue implementing marine advocacy program • Continue participation in the BC Environmental Assessment Office's Woodfibre LNG Working Group and the Joint Working Group for the Removal of Derelict Vessels • Negotiate amendments to agreements with the Ministry of Forests, Lands and Natural Resource Operations in partnership with Bowen Island Municipality. • Draft letter of comment to the National Energy Board regarding Kinder Morgan's Trans Mountain Pipeline Expansion Project (due July 2015) • Policy Advisor to brief Executive Committee about attending future meetings of Transport Canada's Regional Advisory Council on Marine Oil Spill Preparedness and Response

3. COMMUNICATIONS • Coordinated 2014-2015 Annual Report • Issued six news releases ○ 2015-2016 Budget Approval ○ Chair response to Salt Spring study ○ June Council program ○ Gabriola OCP and LUB ○ N Pender Age-friendly community ○ Community stewardship nominees • Developed detailed EC Public Relations plan supporting Trust Council priorities • Developed Project charter for communications needs assessment (EC deferred) • Updated Community Stewardship Awards webpage, developed poster, profiles, FAQ, news release, tweets • Supported staff and elected officials with messages about the Salt Spring Island Incorporation study announcement and created a new web page linking to the community project page. • Provided issues management support to CAO • Assisted with communication plan and key messages for the BC Ferries fare reduction advocacy. • Twitter: 35 new followers (665) and 13 new tweets (528)	• Continued support for Community Stewardship Awards • Design and distribute 2014-2015 Annual Report • Continue to liaise with planner and designer to edit, format, design and produce Thetis LTC's "A Landowner's Guide to Protecting Shoreline Ecosystems" • Coordinate media training for Chairs • Support Executive Committee with seeking public input the 2015-2018 Strategic Plan • Host communications advisory group meeting (staff to review social media guidelines and publications inventory completed in 2014, extract best key messages and consider training needs and new publications.) • Work with staff in Administrative Services to create searchable photo library / image bank • Review Twitter guidelines and explore options for social media – Facebook etc. • Implement internal sections of the Communications Needs Assessment – EC Public Relations Plan 12. • a. Inventory of public communications channel, tools, methods –with LPS staff assistance • b. Review inventory to determine rationale, frequency and staff/trustee assumptions behind selected communications choices • c. Review previous surveys and project evaluations, survey current trustees, including 2011-2014 strategic plan communications evaluation • Recommend guidelines for Executive Committee's consideration about promoting island events
4. HUMAN RESOURCES • Completed performance plan with CAO setting objectives for 2015 • Attended "Courage to Lead" weekend workshop • Discussed potential team performance measures with Trust Area Services staff	• Review 2015 staff survey results and consider priority improvement areas with management team • Continue amendments to staff operations manual

TRUST PROGRAMS COMMITTEE WORK PROGRAM REPORT

To: Islands Trust Council

Updated: June 2015 Trust Council

WORK PROGRAM

1. AMEND CROWN LAND COOPERATION AGREEMENTS

- Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating six existing agreements into one.

2. COMMUNITY STEWARDSHIP AWARDS

- Regular program administration and evaluation

3. ISLANDS TRUST POLICY STATEMENT

- Scoping a targeted review

CONTINUING ITEMS

BC FERRIES ADVOCACY

INDICATOR PROGRAM

VACANT CROWN LAND PROFILES – Discovery Phase

Lisa Gordon
Designate Staff

Derek Masselink
Chair

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: June 23-25, 2015

From: Executive Committee

Date Prepared: June 2, 2015

SUBJECT: 2014-2015 DRAFT ANNUAL REPORT

RECOMMENDATION:

That the Islands Trust Council approve the 2014-2015 Draft Annual Report for submission to the Minister of Community, Sport and Cultural Development.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Under the *Islands Trust Act*, Trust Council has the authority to approve the draft annual report before forwarding to the Minister responsible for the Islands Trust.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None

FINANCIAL: The communications budget contains funds for graphic design, layout and printing.

POLICY: Trust Council's Annual Report Policy 6. 10.i. gives the Executive Committee responsibility for developing the outline, format and template for all sections, to ensure a consistent standard that meets legislative and other requirements for an Annual Report. Under Annual Report Policy 6.10.i Trust Council approves annual reports.

IMPLEMENTATION/COMMUNICATIONS:

Preparation of the Islands Trust Annual Report is undertaken by Trust Area Services Communications staff, reporting to the Executive Committee.

At its February 25, 2015 meeting, the Executive Committee approved the format and outline of the 2014-2015 Annual Report.

Each local trust committee and each Council committee reviewed and approved their sections at recent meetings. Once approved and upon receipt of the Auditor's Financial Statements, this report will be professionally formatted for printing and web-publishing, and conveyed to the Minister responsible for the Islands Trust and other recipients listed in Policy 6.10.i.

OTHER: N/A

BACKGROUND

REPORT/DOCUMENT: Attached Draft 2014-2015 Annual Report

KEY ISSUE(S)/CONCEPT(S): Meeting legislative requirements for annual reporting.

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

DESIRED OUTCOME: Timely reporting of Trust Council's achievements.

RESPONSE OPTIONS

Recommended: As above

Alternative: Approve the report as amended by Trust Council

Prepared By: Pamela Hafey, Communications Specialist

Reviewed By/Date: Lisa Gordon, TAS Director,

Linda Adams, Chief Administrative Officer

Contents

Message from the Islands Trust Council Chair	2
Message from the Islands Trust Fund Board Chair	4
Message from the Chief Administrative Officer	5
The Islands Trust Area	8
Organization & Responsibilities.....	9
2014-2015 Accomplishments.....	10
1. Executive Summary of Strategic Plan and Policy Statement Accomplishments.....	10
2. Islands Trust Council Highlights	12
Role.....	12
Members	12
2014-2015 Advocacy	13
Communications	18
3. Islands Trust Council Committee Highlights	18
Executive Committee	18
Local Planning Committee.....	20
Trust Programs Committee	21
Financial Planning Committee.....	23
4. Trust Fund Board	25
Ballenas-Winchelsea Islands (Executive) Local Trust Committee	32
Bowen Island Municipality	32
Denman Island Local Trust Committee.....	32
Gabriola Island Local Trust Committee	33
Galiano Island Local Trust Committee	33
Gambier Island Local Trust Committee.....	33
Hornby Island Local Trust Committee	34
Lasqueti Island Local Trust Committee	34
Mayne Island Local Trust Committee	34
North Pender Island Local Trust Committee	35
Salt Spring Island Local Trust Committee.....	35
Saturna Island Local Trust Committee.....	36
South Pender Island Local Trust Committee	36
Thetis Island Local Trust Committee.....	36
6. Climate Change Action.....	37
7. Administrative Fairness	37
8. Legal Action	37
Appendix A Strategic Plan 2011-2014 (from March 2015)	
Appendix B Islands Trust Financial Statements (TBD-July)	
Appendix C Islands Trust Fund Financial Statements (TBD-July)	

Message from the Islands Trust Council Chair

British Columbia's local government elections were in November 2014, making fiscal year 2014-2015 a transitional time for Trust Council and local trust committees. Thirteen trustees from the 2011-2014 term were re-elected and three returned who had served in earlier terms. Ten trustees were elected for the first time. I am grateful to all of the trustees for their willingness to serve their communities and the whole Trust Area in this important way.

In December 2014, trustees elected the Chair and three vice-chairs who will serve for the next four years on the Executive Committee. I am honoured to be elected as Chair and to share Executive Committee duties with George Grams of Salt Spring Island, Laura Busheikin of Denman Island and Susan Ann Morrison of Lasqueti Island. (More detail on election results and trustees provided on page [X](#))

I would also like to express my gratitude to the many trustees who served so generously in the 2011-2014 term, in particular the significant contribution of Sheila Malcolmson (Gabriola Island) whose 12-year term included six years as Chair of Trust Council. I would also like to recognize my fellow vice-chairs of the outgoing Executive Committee, David Graham (Denman Island) who served for nine years as trustee and Ken Hancock (North Pender Island) who served six years.

The Executive Committee started the new term focused on developing the strategic plan that will set Trust Council's goals and guide our activities for the next four years.

Cooperating with Others

Our provincial mandate to preserve and protect relies on the cooperative efforts of many government agencies, First Nations and community organizations. Under the *Islands Trust Act*, one of Trust Council's roles is to inform B.C. government agencies when their policies affect the preservation and protection of the unique amenities and environment of the Islands Trust Area. I am proud of the quality of our staff's research and our commitment to partnership-building with all who share our concerns about threats to the environment and economy of the islands. Our continued effectiveness at inter-agency meetings and correspondence to ministers is an important part of upholding our mandate. The highest priority goes to topics addressed in the Trust Policy Statement, topics being debated in the legislature and topics trustees hear about from islanders during town hall sessions at Trust Council and at local trust committee meetings.

As an avid SCUBA diver, I am particularly proud of our work in [mapping the shorelines](#) of all our Islands in the Salish Sea and our work to reduce threats to our marine environment, such as derelict vessels, shipping safety and the increasing industrialization of Howe Sound. We also have a continued focus on the socio-economic well-being of island communities by advocating for the protection of agricultural land and the reduction of BC Ferries' fares. You can read the Chair's advocacy letters from 2014 and 2015 [here](#). More detailed information on our advocacy initiatives is also found on page [X](#).

We hope to finalize our priority goals and objectives for the new term at our September 2015 meeting with the adoption of Trust Council's 2014-2018 Strategic Plan. Potential strategic priorities for Council might include improving governance and cost effectiveness and improving relationships with First Nations.

Community Stewardship Awards 2014

Each year, the Islands Trust recognizes individuals and groups who support the Islands Trust mandate with significant contributions towards preserving the community, culture or the natural environment of an island. In 2014, we received nominations for five individuals/couples and two groups.

The individual awards went to David Denning of Salt Spring Island for inspiring people about Salt Spring Island's natural world; Brian Hollingshead of Saturna Island for championing coastal ferry services; Paul and Monica Petrie, Pender Islands for fundraising to complete the Brooks Point Regional Park; and, Christa Grace-Warrick of the Pender Islands for 25 years of promoting community connection through newspaper publishing. A posthumous award went to Barrie Morrison and Nancy Waxler-Morrison of North Pender Island for creating an ecological legacy for the Pender Islands.

The group awards went to the Association of Denman Island Marine Stewards for protecting the marine environment over a 15-year period; and, Galiano Conservancy Association for 25 years of leadership in sustainable community building.

In September 2014, the Islands Trust Council made a number of changes to the Islands Trust Community Stewardship Award program. Effective 2015, the program will be offered every two years rather than annually in order to increase the number of applicants in each round, while reducing program costs.

The many people who dedicate their energy, time and imagination to strengthening their island communities and safeguarding our natural environment are an inspiration to all of us.



Peter Luckham,
Chair, Islands Trust Council
(add signature)

Message from the Islands Trust Fund Board Chair

"People can't own the land. We're only borrowing it from the future. When we die, we can't take what we own with us. Therefore, our legacies are what we leave behind."

These words are from one of the nearly 100 landowners who have created legacies for our islands by signing conservation covenants with the Islands Trust Fund or by donating land as nature reserves. Other islanders involved in local conservancy organizations have worked with the Islands Trust Fund to create our other protected places. These collective efforts have resulted in the protection of almost 18 percent of the land in Canada's islands in the Salish Sea since 1990.

Islands Trust Fund's vision and goals are based on a scientific understanding of what is required to ensure the conservation of landscapes, ecosystems and habitat that we are entrusted with preserving and protecting. What helps to achieve these goals is that our vision is passionately shared by so many island residents and property owners who are prepared to put time, effort and money into leaving a legacy. We are proud that the Islands Trust Fund is in a position to help realize islanders' aspirations for the future well-being of our shared heritage.

This year, we provided particular support for local initiatives on two islands with significant land protection opportunities. Our Regional Conservation Plan identifies Lasqueti and Thetis as islands for particular attention to achieve conservation goals; Lasqueti because of large areas of unprotected land with high biodiversity values and Thetis because of its lack of public access to natural areas. The Islands Trust Fund worked with Lasqueti Island Nature Conservancy on a joint landowner outreach initiative. We worked with Thetis Island Nature Conservancy in achieving the first year goal of a 3-year fundraising campaign to acquire and protect the first nature reserve on Thetis Island at Burchell Hill, to be known as Fairyslipper Forest Nature Reserve.

The importance of protecting land in the Islands Trust area was underlined by a recent University of British Columbia study, which found that if Coastal Douglas-fir forests in the Gulf Islands are maintained, the Islands Trust area has the capacity to be a major sink for carbon produced in the region. In 2008, the Province determined that Coastal Douglas-fir ecosystems are critically imperiled and of greatest provincial conservation concern. The Islands Trust Fund is an active participant in a partnership of government agencies, academics, conservancy associations and landowners to develop and implement a Coastal Douglas-fir Conservation Strategy.

Also of importance to islands is the biologically rich near-shore, which can also be an area of high human impact. We are pleased to have concluded mapping of the eelgrass beds in the waters surrounding the islands. This project involved a three-year partnership with SeaChange Marine Conservation Society and the Seagrass Conservation Working Group. The resulting data, along with that gained from our Forage Fish Spawning Habitat mapping project, will provide valuable information for governments, conservancy groups, First Nations, property owners and the public in general to support the protection and restoration of this crucial habitat that supports healthy marine ecosystems.

The Board is very cognizant of its responsibility to achieve our vision, shared with so many who love the islands, while respecting the contribution of taxpayers that make this valued work possible. To that end, potential projects are carefully evaluated and prioritized with respect to costs and benefits in the context of the Regional Conservation Plan.



A handwritten signature in dark ink, appearing to read 'Tony Law'.

Tony Law
Chair, Trust Fund Board

Message from the Chief Administrative Officer

On behalf of the Islands Trust staff, I am pleased to present this annual report, reflecting on accomplishments in the 2014-2015 fiscal year. That so much was accomplished causes me to reflect on the dedication of our 26 elected trustees, so many wonderful community volunteers and the highly engaged staff group that supports them in their work.

My time as Chief Administrative Officer has seen a number of organizational changes designed to assist trustees in working effectively on behalf of their communities. For example, we invest significant staff resources to ensure a thorough orientation of new trustees after each election, such as the one that occurred in November 2014. This is particularly important, given that we traditionally see a 50% turnover, as hard-working trustees retire and newly-elected ones arrive with new energy and ideas. Helping new trustees learn the ropes and make effective decisions on behalf of their communities is essential to reaching community goals.

Over the years, the Islands Trust Council has also invested in strategic planning, so that it can wisely invest public resources in its highest priorities. The discipline to make tough choices about priorities makes a real difference to getting things done over the course of a term. Decisions that Trust Council made several years ago to increase the number of planning staff has paid off for local trust committees and island communities. While in past years, local trust committees were often consumed by the 'reactive' process of responding to development applications, they can now dedicate time to 'proactive' community planning projects that benefit their communities – many such projects are described in this annual report. Trust Council's support for creation of the Legislative Services Manager position has not only added a new level of professionalism to our statutory procedures and administrative fairness, it has enabled the Trust Area Services unit to focus on creation of an exceptionally effective and respected team that supports Trust Council's advocacy on behalf of islanders. Our administrative staff team continuously increase the efficiency and effectiveness of our financial procedures, information technology and human resource management.

Finally, our management team has kept a strong focus on attracting and retaining a highly professional and engaged staff by supporting professional development, performance planning, recognition and collaboration. The Islands Trust staff consistently demonstrates an exceptional level of engagement – a factor that is critical to achieving Trust Council's goals, and something to be celebrated by trustees, staff and the public we serve.

Behind the Scenes - Legislative Services

Legislative Services Manager is responsible for the planning, coordination and control of a variety of functions necessary to carry out the legislative obligations of the 15 corporate bodies of the Islands Trust. The manager delivers direct services to trust bodies, staff and the public by providing advice, support and recommendations on statutory, procedural or privacy matters. As part of this service, the manager acts as corporate Records Manager, Freedom of Information and Protection of Privacy Head, and coordinates elections and by-elections.

The manager also oversees the orientation of elected officials and the training of staff regarding legislative and administrative matters. As part of the Islands Trust's ongoing maintenance of its paper records, 88 boxes of records were marked for destruction during this fiscal year in accordance with the Records Management Program adopted by Islands Trust Council in 2011. Also during the period, an amendment to the Gambier Island Local Trust Committee meeting procedures bylaw was drafted and adopted to provide for electronic (audio or audio visual) participation where short notice or emergencies make it impractical for one or more trustees to attend in person.

Between August and November 2014, the manager worked with six regional districts to support the election of 26 local trustees to represent 12 islands. As part of the election proceedings, mail ballot voting was available to resident and non-resident electors in all local trust areas except the Gambier Island Local Trust Area where mail ballots were available only to residents of Passage Island and Bowyer Island. This was a change from the 2011 local trustee elections where mail ballots were only offered in three out of 12 local trust areas.

Behind the Scenes Staff – Comings and Goings

This fiscal year we said goodbye to several valued employees listed below and celebrated the following promotions and new hires:

- **Justine Starke** left her Island Planner position in the Salt Spring office to join the Southern Team as an Island Planner on April 28, 2014.
- **Stefan Cermak** moved from the position of Planner 2 to Island Planner in our Salt Spring Office on May 6, 2014.
- **Jag Dhaul** started his position as Computer Applications Support Technician on November 12, 2014 following **Wendy Hawthorn's** resignation May 6, 2014.
- **Jacqueline Koot** left her position as Administrative Assistant in the Victoria Office on May 15, 2014
- **Torill Gillespie** left her position as Planner 1 in the Salt Spring Office on May 30, 2014
- **Marnie Eggen** moved from the position of Planner 1 to Planner 2 in the Northern Office on June 9, 2014
- **Kristin Aasen** moved from her Planner 1 position to the Planner 2 position in the Salt Spring Office on June 16, 2014.
- **Warren Dingman** joined June 9, 2014 to fill the Bylaw Enforcement Officer vacancy following the resignation of **Geoff Kinnear** on June 11, 2014.
- **Kristine Lat (Mayes)** joined the Salt Spring Island Office as Planning Team Assistant on June 30, 2014.
- **Teresa Rittemann** started in her position as Planner 1 in the Northern Office on July 7, 2014.
- After eleven years with Islands Trust, **Peter Phillips** retired from his position as Bylaw Enforcement Officer in the Northern Office on July 31, 2014.
- **Seth Wright** started his position as Planner 1 in the Salt Spring Office on August 5, 2014.
- **Thomas Loo** began his position as Bylaw Enforcement Officer in the Salt Spring Island Office on September 30, 2014.
- **Corlynn Strachan** began the permanent position of Islands Trust Fund Secretary on November 3, 2014 filling the vacancy left by **Emily Kozak**.
- **Pamela Hafey** began in the role of Communications Specialist on January 5, 2015, filling the vacancy left by **Laura Stringer's** retirement after 10 years on December 9, 2014.

Behind the Scenes - Staff Recognition Awards

In December 2014, I had the pleasure of presenting the seventh annual staff recognition awards. Our staff recognition awards program was developed by staff to recognize the achievements and contributions of their colleagues.

The **Innovation Award** can go to an individual or a team. It can be for a particularly innovative program, project, system or process that would save money, improve efficiency, save time and is over and above the normal job description. It has only been presented twice before. The winner of the Islands Trust Innovation Award for 2014 was Miles Drew, Bylaw Enforcement Manager, in recognition of the ticketing system he introduced as a means to improve bylaw enforcement in the Islands Trust Area, building a cohesive team, with well-developed procedures and best practices guides to provide standardized service delivery, as well as his work with counsel on developing best strategies for some of the contentious bylaw violations.

The **Champion Award** is intended to go to an individual who champions the Islands Trust Policy Statement or strategic goals and has demonstrated this through a project or actions. This year the award was given to Jennifer Eliason for her exceptional work supporting the "Preserve and protect" mandate, including the landowner contact pilot program, new strategies for managing Trust fund Board lands and developing resources for planners and local trust committees, while supporting organizational projects like piloting the employee social media tool Yammer, E-Scribe meeting software and coordinating employee-led charities.

The **Legacy Award** goes to a staff member who has done something that makes a significant difference for all of us who work for the islands. This is only the fifth time someone has been nominated for this award and I was delighted to present the award to Justine Starke, Island Planner for going above and beyond in applications or project work, in the area of affordable housing on Salt Spring Island.

The **Service Excellence Award** goes to an individual who provides excellent customer service (internally or externally), is courteous, cooperative, dependable, assists others and is an excellent team member. The award this year went to Marie Smith, Executive Co-coordinator, for going above and beyond when providing planning and administrative services for Trust Council meetings.

The **Exceptional Team Effort Award** goes to a regular or ad hoc team, or to a special team formed for a project. It is awarded for “exceptional effort beyond standard performance; effort that exceeds normal expectations; and for overcoming major challenges.” This award was presented to the Northern Team for their hard work to ensure a smooth transition to the E-scribe meeting software.

The **Excellence in Leadership Award** is for an individual who encourages teamwork, empowers the team, mentors staff and communicates well. This year the award was presented to Carmen Thiel for fulfilling the newly-formed role of Legislative Services Manager.

The **Unsung Hero Award** is intended to go to an individual who is dependable, assists others, is courteous, cooperative and is willing to take on tasks that no one else wants to do. The award went to Clare Frater for providing excellent research and strategic advice on the Howe Sound advocacy issues.



A handwritten signature in black ink, appearing to read 'Linda Adams'.

Linda Adams, Chief Administrative Officer

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, with the exception of Texada Island. It is approximately 5,200 square kilometres (2,000 square miles) in size and has a resident population of more than 25,000 and an additional 10,000 non-resident property-owners.

Located in the Strait of Georgia and Howe Sound, the Islands Trust Area is a unique and special place — a scenic archipelago of 13 large islands and more than 450 smaller islands and islets. The area provides habitat for an exceptional variety of species: more than 200 types of migratory and resident birds and numerous species of fish and other marine and intertidal life, terrestrial wildlife and vegetation. Outstanding scenery and recreational resources include panoramic viewpoints, sheltered bays, protected marine waterways and anchorages, all of which contribute to the beauty, appeal and tranquility of this area.

The unique natural environment of the islands in the Strait of Georgia and Howe Sound has given the area national recognition. Realizing this, the government of British Columbia enacted special protective legislation in 1974 entitled the *Islands Trust Act*. The *Act* states that the object of the Islands Trust is to “preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally, in cooperation with the municipalities, regional districts, improvement districts, other persons and organizations, and the Government of British Columbia.”



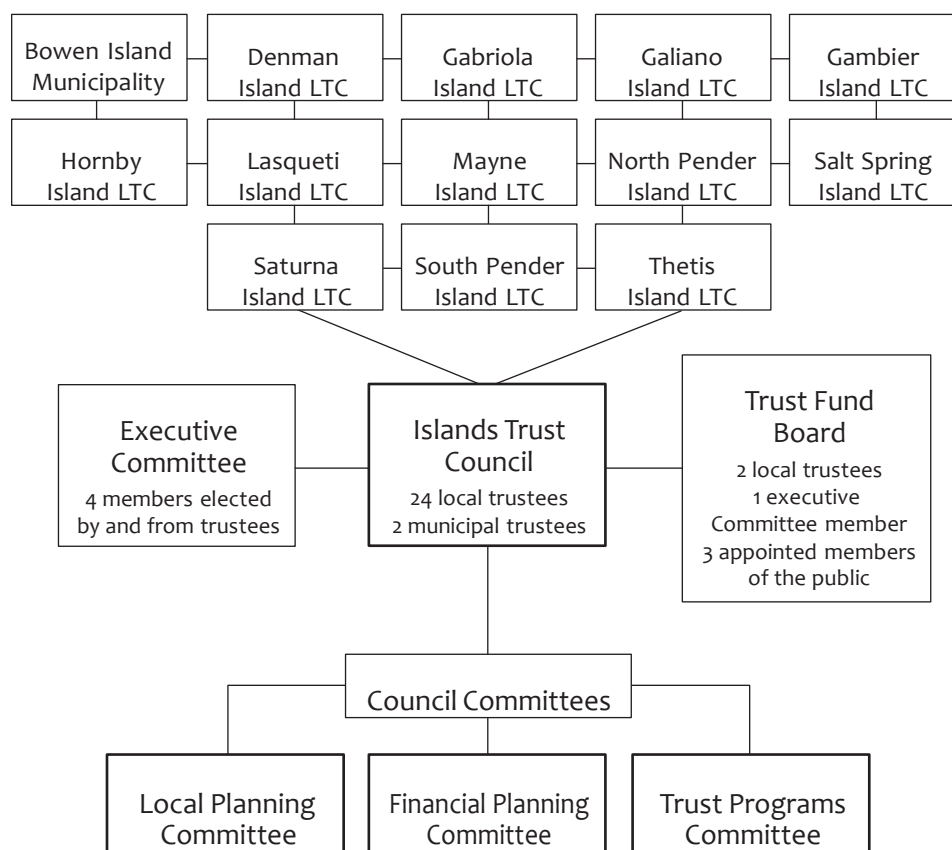
Organization & Responsibilities

The Islands Trust is a unique federation of twelve special-purpose local government bodies and Bowen Island Municipality, all of which plan land use and regulate development in the Islands Trust Area. The Islands Trust consists of a number of distinct corporate entities: the Islands Trust Council, Executive Committee, 12 local trust committees and Trust Fund Board.

Like other communities in British Columbia, island communities currently elect their local representatives every three years. Two local trustees are elected for each group of islands designated as a local trust area or island municipality. For the twelve local trust areas, the two local trustees, together with an appointed chair from the Executive Committee, are responsible for the land use decisions within their local area. For Bowen Island Municipality, the two local trustees are part of a seven-member council that is responsible for all functions of a local government, including land use decisions. Unlike the Bowen Island Municipal Council, each local trust committee also has jurisdictional authority for the smaller islands and water that surround the major island in that local trust area.

Islands Trust Legislative Structure

Local Trust Committees and Island Municipalities



2014-2015 Accomplishments

1. Executive Summary of Strategic Plan and Policy Statement Accomplishments

Trust Council uses the three main categories in the Islands Trust Policy Statement to organize its strategic plan, which in turn organizes priorities and goals for each term. Trust Council adopted its 2011-2014 Strategic Plan in September 2012 and updates it at every quarterly meeting to align Trust Council's strategic priorities with its staff resources and budget.

Selected accomplishments from this year are highlighted below under the section headings of the Policy Statement. You can read the detailed Strategic Plan and status of all activities in Appendix A.

Goal A Ecosystem Preservation and Protection

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

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

- Completed Eelgrass mapping for the entire Trust Area. Completed mapping of forage fish spawning habitat for Gambier, Keats and Bowen islands.
- Created Thetis Island Acquisition Fund with anonymous donation of \$96,000.
- Awarded Opportunity Fund grants to Galiano Conservancy Association (\$1,300) and Salt Spring Island Conservancy (\$2,500).
- Shared information with the public regarding managing invasive species.
- Registered two new covenants and permanently protected the McFadden Creek Nature Sanctuary, securing almost 6 hectares of conservation land on Salt Spring Island.
- Provided support to Land Trust Alliance of BC initiative for a province-wide tax exemption conservation program.
- Protected approximately 120 naturally regenerating conifers in restoration site from deer browse at Long Bay Wetlands Nature Reserve (Gambier).
- Planted approximately 150 native trees and shrubs at Trincomali Nature Sanctuary with volunteers (Galiano).

Working to protect fish habitat under BC's *Riparian Areas Regulation* (RAR)

- New bylaws in various stages of implementation on Gabriola, Lasqueti, Denman, Hornby and Salt Spring islands.
- Identified riparian watersheds on Gambier, Hornby and Lasqueti islands and improved mapping of additional riparian areas on Salt Spring Island.

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

- Total of 133.7 hectares of land protected since 2011.

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

- Continued advocacy leadership about marine shipping safety and oil spill preparedness and response through attendance at trans-boundary workshops and an oil spill exercise, participation in provincial and federal consultations, participation on a B.C. Environmental Assessment Office working group and letters to Ministers.
- Continued advocacy to senior governments about the need for lasting solutions for derelict vessels. Staff continued to participate on the Joint Working Group for the Removal of Derelict vessels and the Chair sent letters to Ministers and local government partners.
- Implemented a policy to clarify jurisdictional issues related to Islands Trust Area boundary.

- New advocacy concerning the proposed Pacific Region Integrated Geoduck Management Framework that included maps summarizing the water zoning in the Islands Trust Area.
- Advocacy concerning the regulation of pleasure craft sewage dumping in the marine waters of the Islands Trust Area, with detailed suggestions for federal regulatory improvements.

Goal B Stewardship of Island Resources

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

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

- Adopted updated Galiano DPA bylaw to address groundwater protection.

Goal C Sustain Island Character and Healthy Communities

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

Continuing to advocate for sustainable, affordable and appropriate ferry services.

- Continued research and advocacy program regarding ferry fares and service, including letters to the Minister of Transportation and Infrastructure.

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

- Amendments to Land Use Bylaws to improve availability and affordable housing in various stages. Four affordable housing applications in progress on Salt Spring Island. Galiano, Mayne and North Pender considering affordable/senior housing applications.
- Gabriola Island Local Trust Committee is considering amendments to the Land Use Bylaw and Official Community Plan to better protect farmland and improve food security.
- Mayne Island Local Trust Committee adopted bylaws permitting secondary suites and Denman Island Local Trust Committee adopted bylaws permitting secondary suites and accessory cottages.

Goal D In Cooperation with Others

The Islands Trust will strengthen relations with First Nations by:

Improving engagement with First Nations.

- Supported Grace Islet celebration ceremony (\$5,000)
- Allocated \$50,000 towards improving First Nations relations in the 2015-2016 budget.

2. Islands Trust Council Highlights

Role

The 26-member Islands Trust Council establishes general policies for carrying out the object of the Islands Trust. Trust Council also adopts an operational budget for the Islands Trust and manages the financial undertakings of all parts of the Islands Trust except for the Trust Fund, which manages its own operations. Trust Council appoints staff and auditors and adopts an annual budget. Tax levies on properties within the Trust Area are the primary funding source for the operations of the Islands Trust; additional revenue comes from a provincial grant and development application fees.

The *Islands Trust Act* requires Trust Council to implement the Trust Policy Statement that is applicable to the whole Trust Area. The Minister of Community, Sport and Cultural Development must approve the Policy Statement before it is adopted. The Policy Statement provides broad policy guidelines for Trust Council, the Trust Fund Board and the local trust committees and island municipality regarding the protection of ecosystems, the stewardship of resources and the promotion of sustainable communities. The positions and philosophy of Trust Council contained in the Policy Statement also constitute a policy framework for reference by the public and other agencies such as the regional districts of the Islands Trust Area, the province and its agencies.

Trust Council has three standing committees of trustees — the Local Planning Committee, Trust Programs Committee and Financial Planning Committee — which provide policy advice to Trust Council on issues requested by Trust Council.



Members

Serving during 2011-2014 term:

Bowen

Wolfgang Duntz, Andrew Stone

Denman

Laura Busheikin, David Graham

Gabriola

Mayne

Brian Crumblehulme, Jeanine Dodds

North Pender

Ken Hancock, Gary Steeves

Salt Spring

Sheila Malcolmson, Gisele Rudischer
Galiano
Louise Decario, Sandy Pottle
Gambier
Jan Hagedorn, Kate-Louise Stamford
Hornby
Alex Allen, Tony Law
Lasqueti
Peter Johnston, Susan Ann Morrison

George Grams, Peter Grove
Saturna
Paul Brent, Pam Janszen
South Pender
Mike Jones, Liz Montague
Thetis
Sue French, Peter Luckham

Serving during 2014-2018 term:

Bowen
Alison Morse, Sue Ellen Fast
Denman
David Critchley, Laura Busheikin
Gabriola
Heather Nichols, Melanie Mamoser
Galiano
George Harris, Sandy Pottle
Gambier
Dan Rogers, Kate-Louise Stamford
Hornby
Alex Allen, Tony Law
Lasqueti
Susan Ann Morrison, Timothy Peterson

Mayne
Brian Crumblehulme, Jeanine Dodds
North Pender
Derrek Masselink, Dianne Barber
Salt Spring
George Grams, Peter Grove
Saturna
Lee Middleton, Paul Brent
South Pender
Bruce McConchie, Wendy Scholefield
Thetis
Ken Hunter, Peter Luckham

2014-2015 Advocacy

The Islands Trust Council's advocacy program is guided by the Islands Trust Policy Statement. According to the Policy Statement, in order to *achieve its object, the Islands Trust must be an educator, coordinator, and initiator, guiding individuals, organizations and other agencies in support of the object. While the Islands Trust can provide the necessary leadership, responsibility for stewardship of the Trust Area rests with many. Individuals, other government agencies, organizations, and the Province itself all have important roles to play. Cooperative actions are required of other agencies, organizations and individuals to ensure that activities are carried out in a manner that is sensitive to the needs of Trust Area ecosystems and island communities.*

In response to concerns raised by communities through their elected trustees and supported by objectives in its 2011-2014 Strategic Plan, Trust Council continued to place a high priority on its advocacy program, most of which is overseen and implemented by the Islands Trust Council's Executive Committee. This work is guided by Trust Council's Advocacy Policy (Policy 6.10.iii).

In 2014-2015, Trust Council advanced its advocacy priorities by [writing letters](#), making submissions to consultation processes, giving presentations, passing resolutions, and working with partners under the following topics:

Ecosystem Preservation and Protection

Marine shipping safety and oil spill preparedness and response: (*consistent with Policy Statement 3.1.9, 5.3.8, and Strategic Plan 2.3*)

In July 2014, the Islands Trust Chair wrote to the Minister of the Environment urging the Ministry to adopt provincial spill preparedness and response measures that will:

- establish higher standards for land-based spill preparedness and response (including for marine spills affecting coastal shorelines and provincial resources);
- develop effective rules for restoration of the environment following a spill; and,
- ensure effective government oversight and coordination of industry spill response.

In July 2014, the Islands Trust Chair wrote to staff at the B.C. Environmental Assessment Office to request additional studies to support a more thorough understanding of the proposed Woodfibre LNG project's impacts. The Chair noted that the Islands Trust had offered Islands Trust mapping products to Woodfibre LNG staff. The maps show the location of sensitive ecosystems, eelgrass, forage fish habitat, protected areas and other relevant information.

In August, the Executive Committee appointed staff to the B.C. Environmental Assessment Office's Woodfibre LNG working group, limiting involvement to consideration of marine shipping impacts.

In November 2014, the Islands Trust Executive Committee made a successful request that Islands Trust staff be appointed by Transport Canada, for a three-year term, to the Pacific Regional Advisory Council on Oil Spill Preparedness and Response.

In February 2015, MP Elizabeth May invited North Pender Trustees Derek Masselink and Diane Barber and South Pender Trustee Wendy Scholefield and staff to attend a meeting with concerned local residents and representatives from Canadian Shipping Lines, the Chamber of Shipping of British Columbia, and Pacific Pilotage Authority. The goal of the meeting was to exchange information and perspectives on the on-going issue of the use of Plumper Sound as an anchorage and location for the transfer of gypsum while anchored.

In March 2015, the Islands Trust Council Chair wrote to staff at the B.C. Environmental Assessment Office (EAO) to comment on the marine shipping aspects of the proposed Woodfibre LNG project. The Chair conveyed community concerns about the completeness of the EAO process regarding vessel traffic risks and mitigation and a lack of information about: possible vessel wake issues; the impact of the presence of LNG tankers in Howe Sound on the newly emerging Howe Sound tourism brand, and the consequences of low probability/high consequence events, such as a vapour cloud explosion or oil spill following a serious tanker accident.

In March 2015, the Islands Trust Council Chair and staff attended the two-day San Juan Marine Resources Committee's Marine Managers Workshop focused on "Understanding risks to San Juan County and the Gulf Islands from increased vessel traffic".

Derelict and Abandoned Vessels, Barges and Docks (consistent with Policy Statement 3.1.9 and Strategic Plan 2.3)

Through continued participation in the Joint Working Group for the Removal of Problem Vessels in B.C., Islands Trust staff supported the Ministry of Forests, Lands and Natural Resource Operations with the development of the [Dealing with Problem Vessels and Structures in B.C. Waters Guide](#) and a companion [Technical Guide](#) for staff.

In April 2014, The Islands Trust Council Chair wrote to the federal Minister of Transport and the provincial Minister of Forests, Lands and Natural Resource Operations to once again encourage the federal government and the Province of British Columbia to work together to develop legislation and programs that offer coast-wide solutions to derelict vessel issues. The Chair explained that the Islands Trust Council is seeking measures from senior governments that will not only facilitate removal of vessels once they fall into disrepair or are abandoned, but will also prevent people from abandoning their vessels in the first place. The Islands Trust Chair followed up with letters to partner local governments encouraging them to also advocate to the provincial and federal governments for the timely development of long-term solutions to derelict vessel issues.

Integrated Geoduck Management Framework (consistent with Policy Statement policy 3.4.2 and Strategic Plan and Strategic Plan 4.2)

In April 2014, the Islands Trust Council Chair wrote to staff at the Department of Fisheries and Oceans to provide comments on the draft Pacific Region Integrated Geoduck Management Framework. The Chair provided

comments on: the role of local governments, the need to address the cumulative ecosystem impacts; the need to consider the full-range of ecological impacts of geoduck aquaculture in this region; and requested that Fisheries and Oceans Canada guarantee that local government bodies, including local trust committees, will receive referrals of aquaculture tenure and license applications as part of a harmonized approach to reviewing specific applications, including proposals to change the shellfish species to be cultivated. The letter included six maps summarizing the water zoning in the Islands Trust Area.

Proposed Artificial Reef (consistent with Policy Statement policy 3.4.3)

In July 2014, the Islands Trust Chair wrote to the Minister of the Environment to reiterate the Islands Trust Council's opposition to the sinking of the former HMCS Annapolis in Halkett Bay Provincial Marine Park as an artificial reef.

Halkett Bay glass sponge reef protection (consistent with Policy Statement 3.4.6)

In September 2014, the Islands Trust Council Chair wrote to the Minister of Environment to express the Islands Trust Council's support in principle for the expansion of Halkett Bay Provincial Marine Park to include the Glass Sponge Reef and Garden off Halkett Point, Gambier Island.

Pleasure Craft Sewage dumping (consistent with Policy Statement 3.4.8; 3.1.9 and Strategic Plan 2.6.1)

In December 2014, Islands Trust Council Vice-Chair Peter Luckham wrote to the federal Minister of Transport to express Trust Council's opposition to a proposal to allow pleasure craft vessels to discharge sewage only one nautical mile from shore, and to request that Transport Canada take additional actions to reduce raw sewage dumping from vessels in the Salish Sea. The letter included two colour maps illustrating the effect in the Islands Trust Area of the proposed weakening of Section 96 of the *Vessel Pollution and Dangerous Chemicals Regulations* and the proposed Islands Trust approach, which included no-discharge zones around vessel pump-out stations.

Sustainable Communities

B.C. Ferries Fares and Service (consistent with Policy Statement 5.3.1 and Strategic Plan 4.2)

In April 2014, the Islands Trust Council Chair wrote to the Minister of Transportation and Infrastructure to provide the Minister with a BC Ferries Economic Analysis report, produced for BC Ferries in 2000, and to request that the Ministry of Transportation and Infrastructure produce a new report using current data that explains BC Ferries' important role in the province's economy.

At the September 2014 Union of British Columbia Municipalities Convention, the Islands Trust Council Chair met with the Honourable Todd Stone, Minister of Transportation and Infrastructure, the Honourable Shirley Bond, Minister of Jobs, Tourism and Skills Training, and the Honourable Christy Clark, Premier of British Columbia in conjunction with the Coastal Regional District Chairs ferries group to discuss BC Ferries fares and service cuts. The Islands Trust Council Chair was one of three local government representatives to present at the meeting. Following this meeting, the Islands Trust Council Chair wrote to the Premier and the Minister of Transportation and Infrastructure to thank them for the meeting and to request a meaningful, robust public consultation process in 2015 regarding future ferry fares and Provincial investment in the BC ferry system until 2020 or beyond.

In October 2014, the Islands Trust Council Chair wrote to the B.C. Select Standing Committee on Finance and Government Services to request that the Provincial government budget sufficient funding in 2015 and future years to:

- return BC Ferry fares to a level that would be in line with cost of living increases since enactment of the *Coastal Ferries Act* in 2003; and
- fund BC Ferries costs, including capital costs, at a level that will keep future fare increases in line with, or lower than, Consumer Price Index while meeting essential transportation needs of ferry dependent communities.

In November 2014, the Islands Trust Council Chair wrote to the Minister of Transportation and Infrastructure in response to the On the Move 10-Year Transportation Plan consultation process to reiterate Trust Council's request to the Select Standing Committee on Finance and Government regarding funding for the coastal ferry system.

In February 2015, the Islands Trust Chair and Coastal Regional District Chairs met with the BC Ferries Commissioner to discuss BC Ferries.

In March 2015, the Islands Trust Chair and Coastal Regional District Chairs met with the Minister of Transportation and Infrastructure to discuss BC Ferries.

Gabriola Island Fixed Link Feasibility Study (consistent with Policy Statement 5.3.2 and Strategic Plan 2.6.1)

In September 2014, the Islands Trust Council Chair wrote to the B.C. Minister of Transportation and Infrastructure expressing concern about a feasibility study for a bridge to Mudge and Gabriola Islands.

In February 2015, the Islands Trust Council Chair, the Gabriola Island trustees and staff met with staff from the Ministry of Transportation and Infrastructure to discuss the Gabriola Island Fixed Link Feasibility study.

Stewardship of Resources

Agricultural Land Reserve (consistent with Policy Statement 4.4.1)

In May 2014, the Islands Trust Chair wrote to the Minister of Agriculture to remind the Minister of the Islands Trust Council's December 2013 unanimous resolution of concern over possible weakening of B.C.'s Agricultural Land Reserve, and to request that if the Province of B.C. decides to proceed with a review of the Agricultural Land Commission or Agricultural Land Reserve that the Province include the recommendations from previous reviews and include a meaningful consultation process with local governments and communities.

In August 2014, the Islands Trust Chair wrote to the Minister of Agriculture to convey serious concerns about the consultation process for amendments to the *BC Agricultural Land Commission Act: agricultural Land Reserve Use, Subdivision, and Procedure Regulation*.

Howe Sound Management Planning (consistent with Policy Statement 3.1.9, 3.1.1, 3.1.2, 3.1.6, 3.1.10 and Strategic Plan 2.3)

In April 2014, Gambier Island Trustee Jan Hagedorn represented the Islands Trust at a Howe Sound Aquatic Forum where more than 80 participants outlined a draft set of priorities for advancing sustainable aquatic management in Howe Sound.

In May and October 2014, the Islands Trust Council Chair attended meetings of the Howe Sound Community Forum as an observer.

Trust Council Presentations

Trust Council heard a number of presentations during its quarterly meetings:

- Chief John Wesley provided Trust Council information on the Snuneymuxw First Nation's interests in Islands Trust Area, the legal framework for First Nations matters in the Trust Area and current practices and new requirements for engaging with First Nations.
- Senior staff provided a number of sessions to trustees on community planning, strategic planning process, respectful workplace, review of Trust Council's adopted guidelines for best practices during the November 2014 elections, as well as review the outgoing Trust Council's term, identify challenges and celebrate achievements.
- Senior staff provided a number of orientation sessions to the new Trust Council on the Islands Trust organizational structure, roles of the different areas, how to make fair decisions and other important information for the new Trust Council during the term.

- Fisheries and Oceans Canada provided an understanding of the BC Aquaculture Regulatory Program, including aquaculture policies, Integrated Management of Aquaculture Plans, and the federal aquaculture licensing process.

Delegations Addressing Council in 2014-2015

At each quarterly meeting of the Islands Trust Council, members of the public are invited to participate in a town hall session, a regular forum to promote dialogue between islanders and trustees.

At the June 2014 Islands Trust Council meeting on Saturna Island, Council heard from several delegations:

- Eoin Finn recommended banning LNG tankers in the Islands Trust Area and spoke about the importance of carefully regulating tanker traffic and all industrial activities in the area.
- Pender Islands Vacation Accommodations Association questioned the Trust Council's process for funding litigation when enforcing bylaws.
- Association of Denman Island Marine Stewards expressed concerns about the threat that plastic debris poses to the Islands Trust Area marine ecosystem and the importance of regulating and reducing plastic in marine areas.
- Cameron Thorn and Bruce McConchie of the South Pender Advisory Planning Commission provided input on ways to improve the functioning of advisory bodies and conflict of interest policy recommendations.

At the September 2014 Trust Council meeting on Gambier Island, Council heard presentations from the following groups:

- Stephen Foster from the David Suzuki Foundation made a presentation on the Foundation's activities for rejuvenating the ecology of the Howe Sound area.
- Executive Director of the Future of Howe Sound Society about the threats facing the Howe Sound area and the work of the Society in addressing the challenges.
- Peter Scholefield, Gambier Island Conservancy

In December 2014, the newly-elected Trust Council held its first meeting in Victoria and heard from the following delegations:

- Brenda Madrazo from the David Suzuki Foundation presented the report "Protecting Your Community's Coastal Assets: Local Leadership in Marine Planning."
- David Steen, Chair of the Gulf Islands Alliance made a presentation about efforts to guarantee the right of citizens to a healthy environment.
- Sabine Jessen, National Director of the Oceans Program at the Canadian Parks and Wilderness Society made a presentation regarding the proposed Southern Strait of Georgia National Marine Conservation Area.

In March 2015, Trust Council met on Gabriola Island and heard these delegations:

- Peter Lamb and Jean Gelwicks made a presentation about the Blue Dot campaign enshrining the right to a healthy environment in the Canadian Charter of Rights and Freedoms.
- David Steen, Chair of the Gulf Islands Alliance made a presentation about the Public Trust Doctrine.
- Melissa Harrison, from Bowen Island's Stop the Docks, presented concerns about "giant" docks and threats to the enjoyment of island beaches.

Members of the public may address the Islands Trust Council at any of its quarterly scheduled meetings held in March, June, September and December. This can be done formally, by making a delegation or presenting a petition, or informally at the town hall session. All correspondence, formal delegation presentations and petitions are available to the public.

Communications

News Releases

The Islands Trust issued 15 news releases in 2014-2015 on subjects including municipal elections, bylaw enforcement, public input on the annual budget, quarterly Islands Trust Council meetings and agendas, land conservation activities, Community Stewardship Awards, special initiatives, court decisions and BC Ferries advocacy. Islands Trust news releases are distributed to local media throughout the Islands Trust Area and outlying media interested in the area, other elected officials, and other interested agencies and governments, as well as subscribers to the Islands Trust electronic distribution service. (See instructions on how to sign up below.)

Electronic Communications

In 2014-2015, the Islands Trust website had 80,170 visits and 345,608 individual page views. Among the visitors to the web site, 34.8 per cent were new and 65.2 per cent were returning visitors. The 3,230 subscribers to the Islands Trust electronic news received 1,147 updates from Trust Council and Chair, while 575 received updates from the Trust Fund Board. The Island Trust Fund newsletter *The Heron* was mailed to 310 subscribers and organizations twice. The newsletter is available on the Islands Trust Fund website at www.islandstrustfund.bc.ca. The Trust Fund's electronic newsletter was also sent to 606 subscribers every two months.

Anyone may subscribe to e-mail notifications of information including news releases, chair correspondence and meeting schedules. To subscribe to one or more topics click "subscriber options" on the homepage: www.islandstrust.bc.ca. The Islands Trust also has a twitter feed under the user name Islands_Trust and a YouTube channel under the user name IslandsTrust. The Islands Trust Fund has a twitter feed IslDsTrustFund and a FaceBook page called IslandsTrustFundBC.

3. Islands Trust Council Committee Highlights

Executive Committee

Role

The Executive Committee is comprised of the Chair of the Islands Trust Council and three Vice-Chairs, all of whom are elected for a four-year term by Trust Council from among its members. In addition to the responsibilities of individual members who serve as the chair of local trust committees, the committee oversees external communications for the Islands Trust, liaises with the provincial government, reviews and implements the Trust Policy Statement and conducts other functions as directed by Trust Council.

The Executive Committee carries out the daily business of the Islands Trust, reviews the bylaws of local trust committees to ensure compliance with the Islands Trust object and the Trust Policy Statement, and acts as a local trust committee for the Ballenas / Winchelsea Island group north of Nanaimo.

Members

Serving during 2011-2014 term

Sheila Malcolmson, Gabriola Island, Chair
Ken Hancock, North Pender Island, Vice Chair
David Graham, Denman Island, Vice Chair
Peter Luckham, Thetis Island, Vice Chair

Serving during 2014-2018 term

Peter Luckham, Chair, Thetis Island
Laura Busheikin, Vice-Chair, Denman Island

George Grams, Vice-Chair, Salt Spring Island
Susan Morrison, Vice-Chair, Denman Island

Union of British Columbia Municipalities Annual Convention September 22-26, 2014

At the annual Union of British Columbia Municipalities (UBCM) convention, Islands Trust representatives meet and share ideas with Members of the Legislative Assembly (MLAs) and local government representatives from across the province. Chair Sheila Malcolmson and Vice Chairs David Graham and Peter Luckham attended the convention on behalf of the Islands Trust Council. Chief Administrative Officer Linda Adams also attended the conference.

Islands Trust representatives participated in several clinics, workshops and provincial policy sessions, including:

- Agriculture Study Tour
- Reconciliation in Action
- Urban Deer Management in BC Clinic
- Auditor General for Local Government: Learning from Local Government Capital Procurement Projects and Asset Management Programs Clinic
- Small Talk Forum for discussion among elected representatives of small communities and presentations about issues facing small communities and local success stories. Vice Chair Luckham spoke to the challenges of government and agency consultation and advocacy. He noted that the Islands Trust had developed internal capacity for these purposes, so that it could better advocate on behalf of its community and respond meaningfully to senior government requests for consultation. He indicated an interest in hearing from other local governments about these challenges and the approaches they were using.
- Plenary Session: Impacts of the Tsilhqot'in Decision on Local Governments
- Policy Session on UBCM Report on Socio-Economic Impacts of BC Ferries Service Reductions. During the UBCM resolution session, the Policy Paper was unanimously endorsed.
- Address by the Honourable Coralee Oakes, Minister of Community, Sport and Cultural Development
- Provincial Government Cabinet Panel on Responsible Resource Development
- Provincial Government Cabinet Panel on Strong Communities
- Linking Citizen Voices to Policy Decisions Workshop

The Islands Trust Chair and Regional Directors Chairs met with Premier Christy Clark, Minister of Transportation and Infrastructure Todd Stone and Minister of Jobs, Tourism and Skills Training Shirley Bond to discuss BC Ferries fares and service cuts. The Islands Trust Council Chair was one of three local government representatives to present at the meeting about the UBCM resolution on BC Ferries. At the meeting, the Premier reiterated that the provincial credit rating would be harmed by re-assuming BC Ferries' debt, so it could not be absorbed back into the provincial highway system. She also indicated that the LNG "Prosperity Fund" would be 1/3rd dedicated to paying down BC Ferries' debt so ferry-dependent communities would see some relief from rate increases in the future. Minister Stone said fare hikes would have been even higher without government intervention, and that he did not agree with the UBCM study's findings. The Premier agreed with Chair Malcolmson's point that ferry users are frustrated that no information is being released on whether the service cuts realized the predicted savings.

Islands Trust trustees and the chief administrative officer hosted a breakfast for Islands Trust Area electoral area directors and Members of the Legislative, including MLAs Nicholas Simons, Powell River/Sunshine Coast (Gambier) and Doug Routley, Nanaimo/North Cowichan (Thetis/Gabriola), Trust Area Electoral Area Directors Merrick Anderson of Powell River Regional District (Lasqueti), Maria Harris of Metro Vancouver Regional District (Bowyer/Passage), Howard Houle – Nanaimo Regional District (Gabriola), Bruce Joliffe of Comox Valley Regional District (Denman/Hornby), Wayne McIntyre of Capital Regional District (Salt Spring), Andrew Stone of Metro Vancouver Regional District (Bowen) and Lee Turnbull of Sunshine Coast Regional District (Gambier). Alison Morse, Bowen Island Municipal Councillor, and Islands Trust Trustee and Tim Rhodes, Bowen Island Municipal Councillor also attended.

Chair Sheila Malcolmson highlighted upcoming UBCM resolutions that would benefit the Islands Trust Area and advance Trust Council's Strategic Plan, specifically on fair ferry fares, derelict vessels, shipping safety and oil spill prevention, the Agricultural Land Reserve and Agricultural Land Commission, funding for affordable housing, reducing greenhouse gas emissions and better regulating sewage discharge into marine waters. The Chair encouraged participation in upcoming Transport Canada consultations on marine sewage regulations. Regional directors discussed

solid waste disposal and incineration. Participants praised Islands Trust for hosting these sessions at the UBCM convention to give island representatives the opportunity to talk about common issues.

Bylaws Approved by Executive Committee

Before a local trust committee can adopt a bylaw, the Executive Committee must approve all local trust committee bylaws for compliance with the Trust Policy Statement. Before Bowen Island Municipal Council adopts an Official Community Plan Bylaw, the Executive Committee must approve the bylaw and also comment on land use bylaws for the Bowen Island Municipal Council. In 2014-2015, the Executive Committee approved 40 bylaws.

Advisory Committees

Every term, members of three standing committees of the Islands Trust Council (Local Planning, Trust Programs and Financial Planning) are appointed by the Chair to explore selected topics in detail and make recommendations to Council.

Local Planning Committee

Role

The Local Planning Committee's role is to provide policy and planning advice to Trust Council by identifying and reporting to council on emerging issues related to the committee's areas of responsibility (development management, community planning, and sustainable community) and to develop guidelines, policies and models for use by staff and local trust committees.

Members appointed for the 2011-2014 term

Louise Decario, Galiano Island (Chair)
George Grams, Salt Spring Island (Vice-Chair)
Brian Crumblehulme, Mayne Island
Mike Jones, South Pender Island
Sue French, Thetis Island
Gisele Rudischer, Gabriola Island
Jan Hagedorn, Gambier Island
Peter Johnston, Lasqueti Island
Pamela Janszen, Saturna Island
Ken Hancock, North Pender Island, Executive Committee Representative
Sheila Malcolmson, Chair Trust Council, Ex Officio Member

Members appointed for the 2014-2018 term

Paul Brent, Saturna Island (Chair)
Melanie Mamoser, Gabriola Island (Vice-Chair)
Alex Allan, Hornby Island
Tony Law, Hornby Island
Lee Middleton, Saturna Island
Timothy Peterson, Lasqueti Island
Sandy Pottle, Galiano Island
Wendy Scholefield, South Pender Island
Laura Busheikin, Denman Island, Executive Committee Representative
Peter Luckham, Chair Trust Council, Ex Officio Member

During 2014-2015 Trust Council assigned the Local Planning Committee the following projects:

Green Shores for Homes

The Local Planning Committee received reports entitled "A Landowner's Guide to Protecting Shoreline Ecosystems," "Green Shores for Homes Scenarios Workshop Summary Report" and "Site Profiles and

Possible Solutions” from the pilot Green Shores for Homes project on Thetis Island. They were circulated to local trust committees and Bowen Municipality for information.

Conflict of Interest Rules for Advisory Planning Commissions

The Local Planning Committee addressed conflict of interest rules of advisory planning commissions. The Local Planning Committee recommended to circulate “Advisory Groups Conflict of interest and Bias Guidelines” developed by the Chief Administrative Officer, to staff and advisory planning commissions’ members.

Section 26 Resolutions-without-Meetings

Section 26 of the Islands Trust Act allows local trust committees to pass resolutions-without-meeting. The Local Trust Committee reviewed amendments to the Resolutions-without-Meeting Policy on administering resolutions without meeting focussed on ensuring fairness to all local trust committee members during the voting process. The new policy was adopted by Trust Council.

Local Planning Committee Terms of Reference

The Local Planning Committee reviewed its terms of reference and recommended changes to the terms of reference to ensure the work of the Committee is relevant to local trust committees. The review included a survey of trustees and staff and recommended changes simplified and focussed the terms of reference. The revised terms of reference were subsequently adopted by Trust Council in March 2015.

Green Technologies

The Local Planning Committee continued work on development of model wording to encourage green technologies in the Trust Area by producing a fact sheet on micro-hydro projects. This fact sheet was posted on the website and sent to all local trust committees, Bowen Municipality and planning staff to inform them of the options micro-energy.

Trust Programs Committee

Role

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

Members appointed for the 2011-2014 term

Paul Brent, Saturna Island (Chair)

George Grams, Salt Spring Island (Vice Chair)

Alex Allen, Hornby Island

Laura Busheikin, Denman Island

Tony Law, Hornby Island

Liz Montague, South Pender Island

Kate-Louise Stamford, Gambier Island

Andrew Stone, Bowen Island Municipality

Ken Hancock, North Pender Island, Executive Committee Representative (2011-2013)

David Graham, Denman Island, Executive Committee Representative (2014)

Sheila Malcolmson, Gabriola Island, Ex Officio Member

Members appointed for the 2014-2018 term

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

2014-2015 Highlights

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

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

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

Financial Planning Committee

Role (Trust Council Policy 2.3.iii FPC Terms of Reference)

The Financial Planning Committee is responsible for facilitating Trust Council's involvement in the annual budget process; facilitating the linkage of the annual strategic planning process with the annual budget process; reporting and making recommendations to Trust Council regarding the organization's financial management practices; reviewing audit reports and recommendations; providing advice to the Trust Fund Board on financial services and support; and monitoring and reviewing the organization's financial management, budget and financial practices.

Members:

The committee is comprised of ten trustees from across the Islands Trust Area: the Chair (or an appointee) from each of the other standing committees (2), members of the Executive Committee (4), a member chosen by the Trust Fund Board (1), and three other locally-elected or municipal trustees(3). The Chair of the Committee is elected by the committee from amongst the three other trustees. The Committee membership changed during the fiscal year with the election of the new Trust Council in November 2014.

Members appointed for the 2011-2014 term:

Gary Steeves, North Pender Island (Chair)
Peter Grove, Salt Spring Island (Vice-Chair)
Paul Brent, Saturna Island, Trust Programs Committee Representative
Louise Decario, Galiano Island, Local Programs Committee Representative
Susan Ann Morrison, Lasqueti Island, Trust Fund Board Representative
Jeanine Dodds, Mayne Island
David Graham, Denman Island, Executive Committee Representative
Ken Hancock, North Pender Island, Executive Committee Representative
Peter Luckham, Thetis Island, Executive Committee Representative
Sheila Malcolmson, Gabriola Island, Executive Committee Representative

Members appointed for the 2014-2018 term:

Peter Grove, Salt Spring Island (Chair)
Alison Morse, Bowen Island Municipality (Vice-Chair)
George Harris, Galiano Island
Dereck Atha, Trust Fund Board Representative
Derek Masselink, North Pender Island, Trust Programs Committee Representative
Paul Brent, Saturna Island, Local Planning Committee Representative
Laura Busheikin, Denman Island, Executive Committee Representative
George Grams, Salt Spring Island, Executive Committee Representative
Peter Luckham, Thetis Island, Executive Committee Representative
Susan Morrison, Lasqueti Island, Executive Committee Representative

The Audit Committee is a sub-committee of the Financial Planning Committee that includes all members with the exception of the Executive Committee. The Audit Committee meets at least twice per year to meet with the external auditors and review the year-end audit work program, the final report and the management letter recommendations and to determine necessary actions.

2014-2015 Highlights

As part of its ongoing responsibilities, the Financial Planning Committee oversaw the completion of the 2013-2014 financial audit for Islands Trust and Islands Trust Fund, through its Audit Committee. The Audit Committee met the external auditors, KPMG, to review their audit findings report. Planning for the 2014-2015 financial audit was also initiated.

The Financial Planning Committee facilitated Trust Council's involvement in the 2015-2016 budget, recommending that Trust Council adopt a budget with no tax increase to taxpayers, with the exception of residents of the Salt Spring Island Local Trust Area where the Salt Spring Island Local Trust Committee had requested a Special Property Tax Requisition for coordination of the Salt Spring Island Watershed Protection Authority. Quarterly financial updates on actual results as well as revised forecasts were provided to the Committee throughout the year for information and review.

During the 2014-2015 fiscal year, the Financial Planning Committee proposed several policy changes to Trust Council, primarily based on objectives in Trust Council's Strategic Plan. Amended policies during this period included:

- Revised Budget Process Policy 6.3.i – approved by Trust Council June 2014
Strategic Plan Objective 6. Improve organizational cost and operational effectiveness
- Revised Trustee Travel Process Policy 7.2.iii – approved by Trust Council June 2014
Strategic Plan Objective 6. Improve organizational cost and operational effectiveness

4. Trust Fund Board

Role

The Islands Trust Fund was established in 1990 by the Islands Trust Act to preserve natural landscapes and ecosystems in the Islands Trust area, which covers most of Canada's islands in the Salish Sea. As the regional land trust for the Islands Trust area, the Islands Trust Fund works with landowners and communities to protect places of natural or cultural significance in perpetuity. The Islands Trust Fund acquires and manages land for conservation, receives donations of land, conservation covenants, and cash, and undertakes stewardship education activities. As a qualified donee the Trust Fund Board provides receipts for income tax purposes for all eligible donations received.

Members

The Trust Fund Board administers the Islands Trust Fund. The Trust Fund Board has six members: two trustees elected by Trust Council, one trustee appointed by the Executive Committee and three members appointed by the Minister of Community, Sport and Cultural Development for terms of one to three years.

Tony Law, Hornby Island (2011–2014, Chair, 2012–present)

Peter Luckham, Thetis Island (2011–2014)

Susan Morrison, Lasqueti Island (2011–2014, 2014–present)

Kate-Louise Stamford, Gambier Island (2014–present)

Dereck Atha, Mayne Island (Appointed Member, 2010–2013, 2013–2016)

Ron Bertrand, Abbotsford and North Pender Island (Appointed Member, 2014–2015)

Julie Glover, Vancouver and Hornby Island (Appointed Member, 2011–2013, 2013–2015)

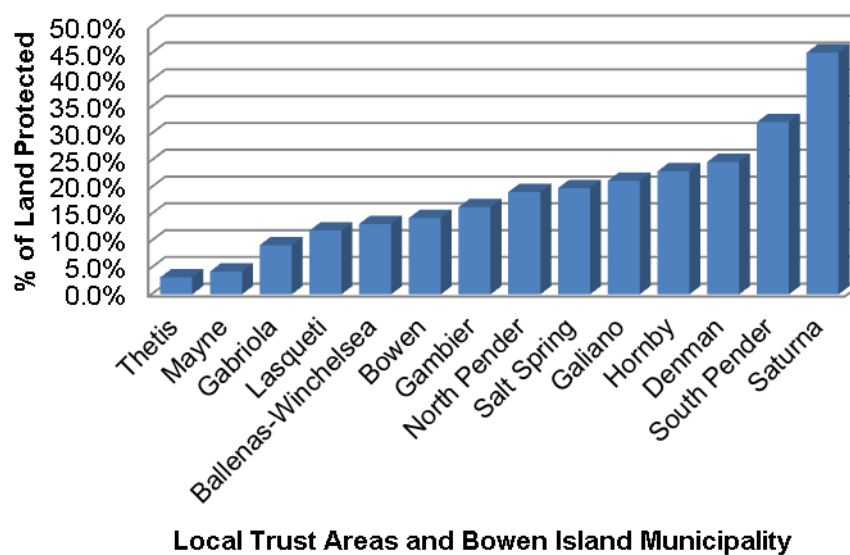
Robert Grant, Vancouver and Denman Island (Appointed Member, 2009–2011, 2011–2014)

Protected Area in the Islands Trust Area

A new base map of the Islands Trust area became available in 2014. The new, more precise map includes many small islets that were not previously included in calculations of the total size of the Islands Trust Area, as well as other boundary refinements. The total land size of the Islands Trust Area is now calculated to be 79,055 hectares, compared to the total in previous years of 76,103 hectares. The effect of this update is that even though the total amount of land protected in the Islands Trust Area increased by 6 hectares in 2014–2015, the percentage of protected land appears to have decreased when comparing with percentages from previous years where the smaller total land size amount was used. All amounts below are based on the new, more accurate total of 79,055 hectares of land in the Islands Trust Area.

As of March 2015, the Trust Fund Board had protected 1,147 hectares of natural and cultural values on 95 properties, or 1.45 percent of the Islands Trust area. By the same date, public and non-profit conservation organizations (including the Islands Trust Fund) had protected 13,946 hectares (17.8 percent) of the Islands Trust area.

Protected Places in Each Local Trust Area and Island Municipality as of March 31, 2015

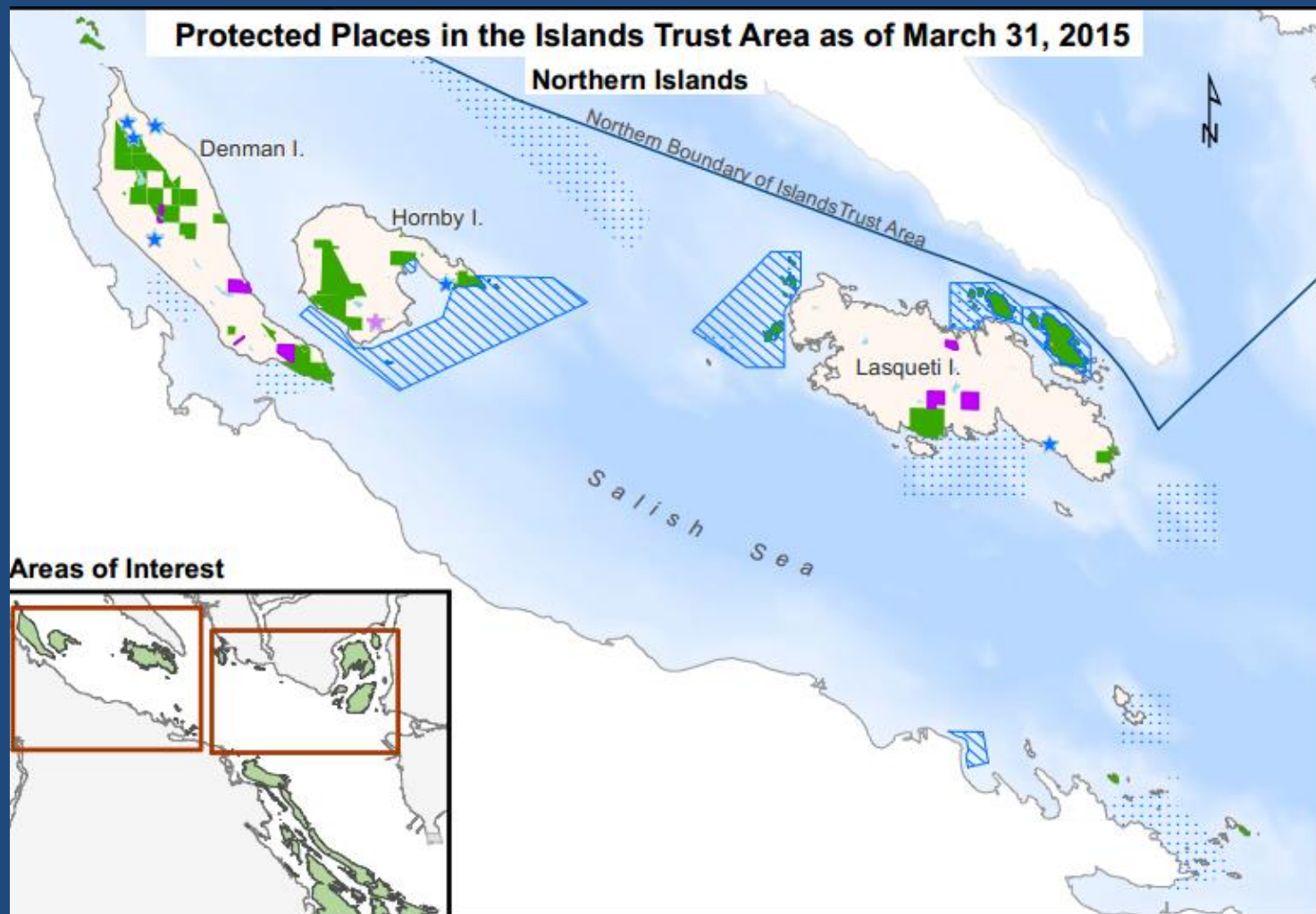


Types of Protected Places in the Island Trust Area

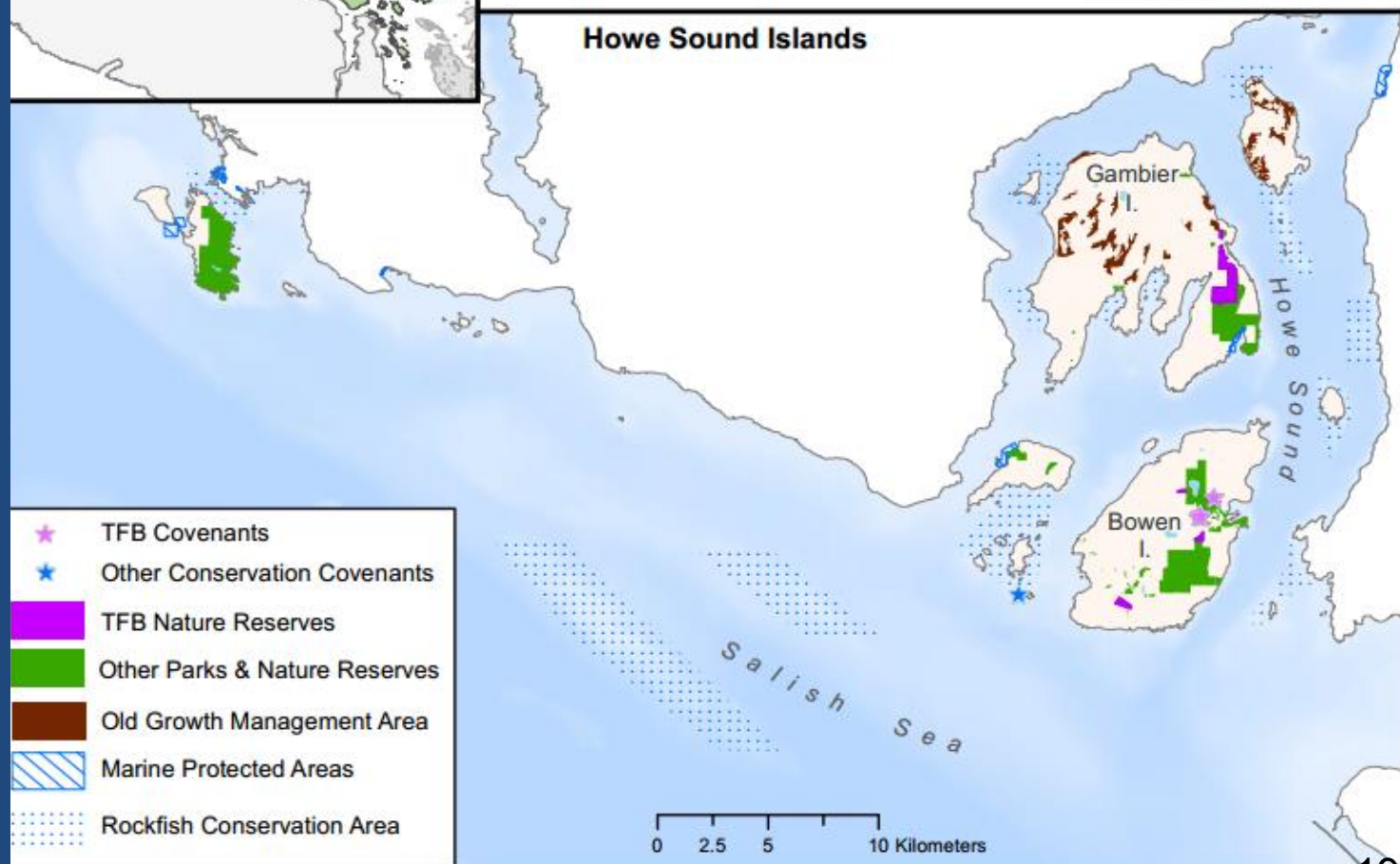
Type of Protected Area	Protected Places (Hectares)	% of Trust Area	% of Protected Places
Conservation Covenant	648.7	0.82%	4.7%
Ecological Reserve	1,402.6	1.77%	10.1%
Nature Reserve	1,370.3	1.73%	9.8%
Park Community	915.6	1.16%	6.6%
Park Federal	2,900.3	3.67%	20.8%
Park Provincial	4,667.9	5.90%	33.5%
Park Regional	1,051.3	1.33%	7.5%
Watershed Protection	297.7	0.38%	2.1%
Heritage Forest	125.3	0.16%	0.9%
Old Growth Management Areas	566.0	0.72%	4.1%
TOTAL	13,945.7	17.64%	

Protected Places in the Islands Trust Area as of March 31, 2015

Northern Islands

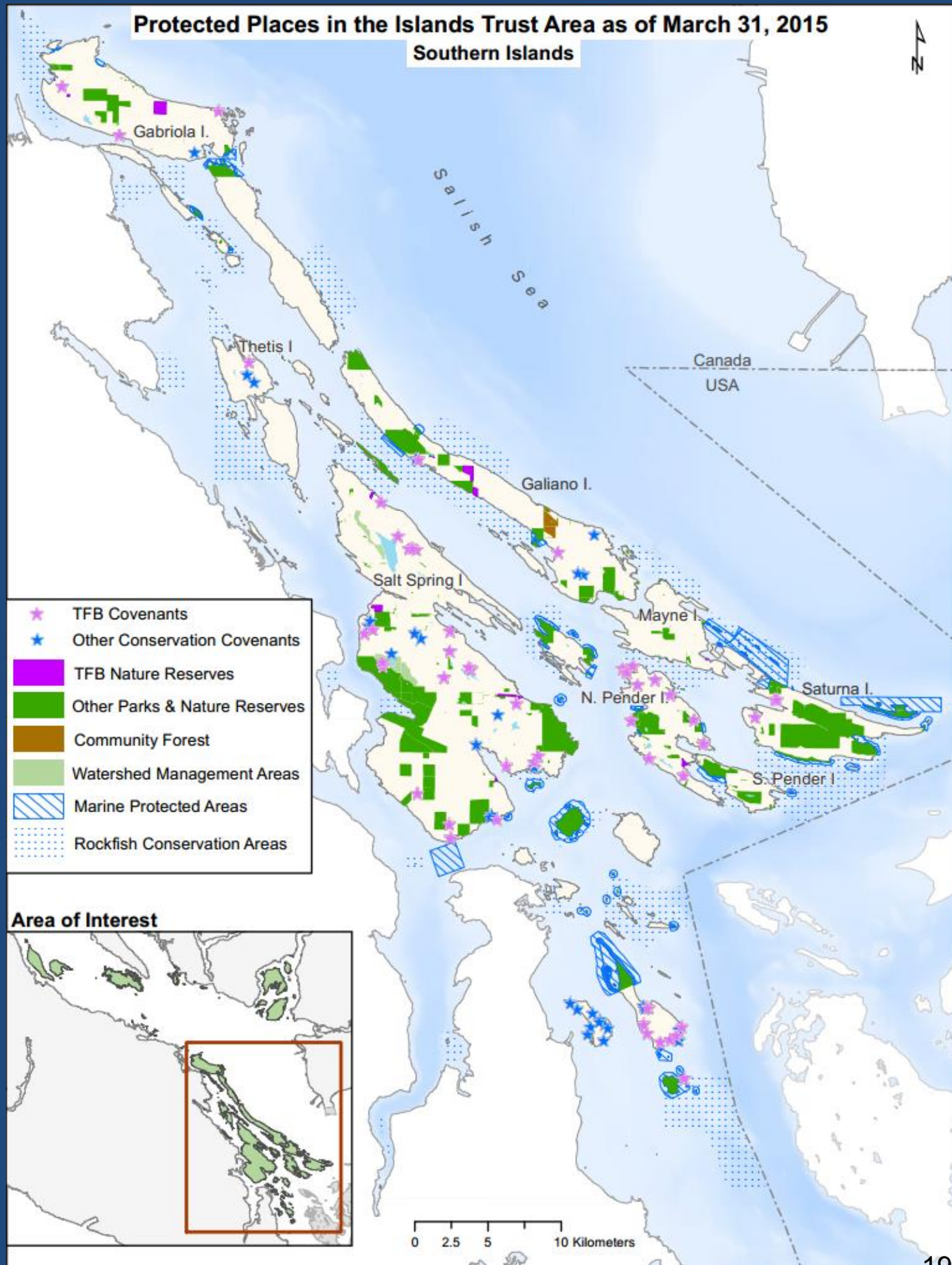


Howe Sound Islands



Protected Places in the Islands Trust Area as of March 31, 2015

Southern Islands



Regional Conservation Plan

The Islands Trust Fund's Regional Conservation Plan identifies the region's species and habitats most in need of protection and the actions needed to protect these biodiversity priorities. The 2011-2015 Regional Conservation Plan sets short-term conservation targets for the Islands Trust Fund and its partners that will help achieve the broader vision and long-term goals of the Plan. In 2014 the Trust Fund Board extended the current (2011-2015) plan for a further two years.

The following is a summary of the Islands Trust Fund's progress in reaching the seven long-term goals of the Regional Conservation Plan in 2014-15:

Goal 1: Protect Core Conservation Areas

The Islands Trust Fund strives to secure core conservation areas (through land donation, direct purchase and covenants) that conserve biodiversity priorities within the Islands Trust area. Since adoption of the 2011-2015 Regional Conservation Plan, conservation agencies have cumulatively protected 1,215 hectares of habitat in the Islands Trust area, 833 hectares of which were deemed to be of high conservation value. The Islands Trust Fund contributed 134 hectares of that figure, 117 hectares of which were mapped as having high conservation value.

2014-2015 Nature Reserve/Sanctuary Acquisition

Nature reserves and sanctuaries are owned by the Islands Trust Fund and managed for ecological preservation

- **McFadden Creek Nature Sanctuary (5 hectares)**

Between 1998 and 2002, the Islands Trust Fund worked in partnership with the Wild Bird Trust of B.C. and the Waterbird Watch Collective to raise funds for the acquisition of the McFadden Creek property on Salt Spring Island. In 2014, the property transferred to the Islands Trust Fund to be managed as a nature sanctuary in perpetuity. The sanctuary protects a forest of western red-cedar and Douglas-fir, as well as large cottonwood, big-leaf maple and trembling aspen trees, and was previously home to a substantial Great Blue Heron rookery. Also in 2014, the Salt Spring Island Conservancy registered a conservation covenant on the property, providing local oversight of the long-term stewardship of the land.

2014-2015 Conservation Covenant Donations

Covenants are the best conservation tool currently available to permanently protect natural features on private property while allowing landowners to retain ownership of their land. The Islands Trust Fund also offers Islands Trust area landowners the Natural Area Protection Tax Exemption Program (NAPTEP), a covenant program that provides landowners with an annual 65 per cent property tax reduction on portions of their land protected by a conservation covenant.

- **Old Divide NAPTEP Covenant (0.8 hectare)**

In 2014 Larry Appleby became Salt Spring Island's 10th landowner to permanently protect private land with a NAPTEP covenant. With the addition of Mr. Appleby's 0.8-hectare Coastal Douglas-fir forest on Old Divide Road, Salt Spring Island now has 45 hectares of land protected by NAPTEP covenants. With approximately 80 per cent of the Coastal Douglas-fir area in B.C. under private ownership, land owners like Mr. Appleby are the leaders essential to conserving this disappearing ecosystem.

- **Salt Spring Island Covenant (0.3 hectare)**

A Salt Spring Island resident donated a covenant in 2015 to protect both the natural and cultural features of her land. A quiet forested part of her property contains a First Nations burial site. By registering a covenant on the land, her commitment to protect the remains has been formalized and both the natural and cultural features will be preserved forever.

Goal 2: Protect Biodiversity in Working Landscapes

The Islands Trust Fund is currently researching ways that biodiversity priorities can be conserved on lands outside core conservation areas, including working landscapes. Agriculture, forestry and residential development are important parts of island life and the Islands Trust Fund encourages land uses that respect and maintain the health and integrity of island ecosystems.

Goal 3: Conserve Marine Ecosystems

The Islands Trust Fund works with partner organizations to conserve marine ecosystems and habitats. In 2014-2015, the Islands Trust Fund and partners the Seagrass Conservation Working Group and SeaChange Marine Conservation Society completed mapping eelgrass beds in the waters surrounding all of Canada's islands in the Salish Sea.

Goal 4: Encourage Local Governments to Prioritize Biodiversity (Strategic Plan 1.1.3)

The Islands Trust Fund strives to work with the Islands Trust Council, local trust committees and island municipalities to implement regional conservation goals and objectives within Official Community Plans and Land Use Bylaws. In 2014-2015, the Islands Trust Fund provided ongoing support for Islands Trust Local Planning Services' use of sensitive ecosystem mapping in Official Community Plans and Land Use Bylaws. The Islands Trust Fund distributed new nearshore habitat mapping to local trust committees to inform land use planning in communities interested in protecting shoreline habitat.

Goal 5: Empower Islanders to Conserve the Islands

Stewardship Education

The Islands Trust Fund encourages islanders to get involved in conserving and stewarding private land by supporting conservation education and sharing information on best practices. In 2014-2015, the Islands Trust Fund promoted private land conservation in newspaper articles, through its website, the Heron newsletter (printed and online), e-news updates to subscribers, Facebook posts and Twitter. A brochure about conservation opportunities on Lasqueti Island was mailed to all landowners on that island. The Islands Trust Fund also distributed information to islanders by hosting a display booth at Squitty Bay Day on Lasqueti Island. Islands Trust Fund brochures are also available in local libraries, on ferries, real estate offices and various other offices and businesses throughout the islands.

Goal 6: Building Strong Conservation Partners

The Islands Trust Fund strives to support and enhance the work of conservation partners working in the Islands Trust Area. In 2014-2015, the Islands Trust Fund worked with the Lasqueti Island Nature Conservancy on a landowner outreach program to promote conservation options. Islands Trust Fund also worked closely with the Thetis Island Nature Conservancy on their first land acquisition project.

- **Opportunity Fund**

The Opportunity Fund raises public support for key opportunities to protect biodiversity in the Islands Trust Area. The fund provides support for 'hard to fundraise' costs associated with land protection or to leverage increased donations for specific land acquisition projects. Grants from the Opportunity Fund support acquisitions led by either the Islands Trust Fund or our partners. The disbursement of funds is guided by the Regional Conservation Plan and each opportunity is considered by the Trust Fund Board.

In 2014-2015, the Opportunity Fund received \$2,977.76 in donations and the Trust Fund Board distributed the following Opportunity Fund grants:

- \$1,300 to the Galiano Conservancy Association for appraisal costs associated with the transfer of Finlay Lake to their conservancy.

- \$2,500 to the Salt Spring Island Conservancy towards the baseline inventory and appraisal costs associated with the acquisition of a 2.34-hectare property adjacent to the Blackburn Lake Nature Reserve.
- **Geographically Restricted Funds**
Some people who donate to the Islands Trust Fund prefer to designate their donation to a specific project or island. To accommodate this request, the Trust Fund Board has the ability to hold geographically-specific accounts, and has previously created funds for both Lasqueti Island and Gambier Island. In 2014-2015, the Islands Trust Fund received a donation of \$96,050 to create a Thetis Island Acquisition Fund, which will be used to acquire the first nature reserve on the island.

Goal 7: Take Care of What We Have

Acquiring a property or signing a conservation covenant is just the first step in ecosystem protection. The Islands Trust Fund monitors and manages its core conservation areas to maintain and enhance existing biodiversity features and support ecosystem functionality.

Property Monitoring and Management

The Islands Trust Fund monitors and manages its nature reserves according to management plans that identify long-term conservation, as well as restoration goals. In 2014-2015, the Islands Trust Fund undertook the following property monitoring and management projects:

- Property monitors visited all 95 places protected by the Islands Trust Fund to ensure compliance with covenants.
- Removed exotic and invasive species from the Morrison Marsh Nature Reserve, Inner Island Nature Reserve and Lindsay Dickson Nature Reserve (Denman), Trincomali Nature Sanctuary and Vanilla Leaf Land Nature Reserve (Galiano) and Elder Cedar Nature Reserve (Gabriola)
- Commissioned an ecological survey for Valens Brook Nature Reserve (Denman) and Burren's Acres Nature Reserve (Gabriola), and species-at-risk surveys at Vanilla Leaf Land Nature Reserve (Galiano)
- Adopted 10-year management plans for Mt. Tuam Protected Area Covenant (Salt Spring) and updated the Management Plan for Horton Bayviary (Mayne)
- Commissioned trail building on Mt Trematon Nature Reserve (Lasqueti) and trail upgrades at Singing Woods Nature Reserve (Bowen), Morrison Marsh Nature Reserve (Denman), Elder Cedar Nature Reserve (Gabriola)
- Continued Sharp-tailed Snake and Cormorant nest monitoring program at Trincomali Nature Sanctuary (Galiano)
- Continued the planting project begun in 2012 at Long Bay Wetland Nature Reserve (Gambier). Naturally regenerating tree seedlings were caged to prevent deer browse. Ongoing monitoring of planting success. Ongoing monitoring of planting projects at Lindsay Dickson Nature Reserve (Denman) and Mt Trematon Nature Reserve (Lasqueti)
- Interpretive signage and split rail fencing placed to discourage soil compaction and damage to roots around ancient tree at the Elder Cedar Nature Reserve. Restoration to introduce plants back into the understory (Gabriola)
- Signage installed to deter trespass and mountain biking (David Otter Nature Reserve, Bowen) and highlight new trails and state permitted activities (Vanilla Leaf Land Nature Reserve, Galiano).
- Dog waste containers installed at Medicine Beach Nature Sanctuary (North Pender) and interpretive kiosk underway.

5. Local Trust Committees and Bowen Island Municipality

A local trust committee exists for each group of islands designated as a local trust area under the *Islands Trust Act*, except for Bowen Island, which is an island municipality.

Each local trust committee has three members — two locally-elected trustees and one Executive Committee member who serves as the Chair. A local trust committee is responsible for land use planning and regulation for its area of jurisdiction. The responsibilities include preparation and adoption of Official Community Plans, Land Use Bylaws, zoning and subdivision bylaws, regulation of soil removal and deposit, and authorization of permits under Part 26 of the *Local Government Act*.

The Bowen Island Municipality is served by a seven-member Council, which holds broad municipal powers including land use planning. Two of the municipal councillors are elected to Trust Council by the community.

Ballenas-Winchelsea Islands (Executive) Local Trust Committee

In 2014-2015, the Executive Committee acting as a Local Trust Committee (Ballenas-Winchelsea Islands) held three regular business meetings and two Public Hearings. Both of the Public Hearings were in regards to the adoption of the first Official Community Plan (OCP) and Land Use Bylaw (LUB) for the islands.

The Ballenas-Winchelsea Island OCP and LUB received Third Reading in April 2014, and the OCP has been given to the Minister of Community, Sport and Cultural Development for approval prior to adoption. The Local Trust Committee looks forward to the final adoption of the OCP and LUB for enhanced protection and preservation of these relatively undisturbed areas of the Trust.

Bowen Island Municipality

Councillors Alison Morse and Sue Ellen Fast represent Bowen Island Municipality on the Islands Trust Council. Bowen Island Municipality produces its own annual report, which can be found online at www.bimbc.ca.

Denman Island Local Trust Committee

The Denman Island Local Trust Committee held nine regular business meetings in the 2014-2015 fiscal year, as well as, one Community Information Meeting (CIM) and one public hearing. Work for this period focused on addressing housing needs on the Island as well as the implementation of the Riparian Areas Regulation.

Public consultation in 2014 focused on completing the review of OCP housing policies and the development of amending bylaws to allow for the implementation of secondary suites and dwelling units. Draft bylaws to amend the Official Community Plan and Land Use Bylaw were presented at a June 10, 2014 Community Information meeting, which was followed by a public hearing. The bylaws received final reading in November of 2014. (Strategic Plan 4.3.1, 4.3.2), (Policy Statement 5.8.6)

Stream mapping was completed for the five remaining RAR applicable watersheds to complete the first necessary step towards complying with the provincial Riparian Areas Regulation. A public open house was held in September of 2014. At that meeting the results of the watershed mapping was overlaid upon the existing development permit area mapping of Development Permit Area 4: Streams, Lakes and Wetlands and new amended development permit area mapping and draft amending bylaws presented for community review and comment. A Community Information Meeting was scheduled for April 2015 to review the incorporation of feedback from the open house as well as agency referral comments. (Strategic Plan 1.3.3, 3.3), (Policy Statement 3.3.2)

Advocacy was also undertaken to address the impacts of increased industrialization of shellfish aquaculture and the Local Trust Committee considered various regulatory initiatives to place controls on potential harmful practices. (Policy Statement 3.4.4)

Gabriola Island Local Trust Committee

In 2014-2015, the Gabriola Island Local Trust Committee held 10 regular business meetings, three special meetings, two community information meetings and three Public Hearings.

Over the past year, the Gabriola Local Trust Committee gave third reading to a number of bylaws as part of a broader Official Community Plan and Land Use Bylaw review. Projects included the rezoning of lands from forestry to parks (Islands Trust Policy 3.2.3), climate change initiatives that reduced parking requirements and encouraged pedestrian linkages in commercial areas (Islands Trust Policy 3.1.5), agricultural and agri-tourism policies to support small-scale farming (Islands Trust Policy 4.1.5), and implementation of the Riparian Areas Regulation (Islands Trust Policy 3.3.2). Following this work, the LTC issued a development permit for one new major commercial building in the Village core that includes reduced parking requirements as per the new climate change bylaws.

The Gabriola LTC continues to work with other agencies on shared objectives. The LTC contributed \$6,250 to a joint project between the Regional District of Nanaimo and Simon Fraser University to map the Island's groundwater (Islands Trust Policy 4.4.2) and looks forward to continuing to support this work in the coming year. In February 2015 Islands Trust staff made a presentation at the second session organized by the Village Vision community group and will continue to participate in this process along with other government agencies (Islands Trust Policy 5.5.1).

Galiano Island Local Trust Committee

The Galiano Island Local Trust Committee held nine regular business meetings, three special meetings and three public hearings. The Local Trust Committee received and considered applications or referrals for two rezonings, six development permits, one ALR application, one temporary use permit, one referral of a cellular tower proposal, and three development variance permits.

The Local Trust Committee also advanced several applications received in the previous period, most notably a rezoning of a Forest zoned property on North Galiano to permit the development of five residential lots, one forest lot, and two large remainder parcels to be transferred to the province (BC Parks) to be added to Bodega Ridge Provincial Park and to the Capital Regional District for a community park.

Projects completed during this period included significant updates to an existing development permit area for the protection of groundwater (Strategic Plan 3.3 and Islands Trust Policy Statement directive policy 4.4.2), and adoption of guidelines for Temporary Use Permits for short-term vacation rentals. Projects were also initiated to permit secondary suites, to review cottage floor area and to permit home-based contractor businesses.

Gambier Island Local Trust Committee

The Gambier Island Local Trust Committee held seven regular business meetings in the 2014-2015 fiscal year as well as three Community Information Meetings and two public hearings. These meetings were held in Gibsons, West Vancouver, and on both Keats and Gambier Islands.

The focus areas of the Local Trust Committee were the promotion of shoreline protection and also following up on advocacy policies reflected in the Official Community Plans in response to the industrial and foresting projects proposed for the Local Trust Area. The Local Trust Committee also continued to participate as a member of the Howe Sound Community Forum and focused on advocating for a comprehensive management plan for Howe Sound.

In the 2014-2015 fiscal year, the Local Trust Committee prepared education materials and outreach activities related to shoreline protection, providing residents and local contractors with information and mapping to promote soft shoreline development. In addition, together with Bowen Island Municipality, the Local Trust Committee commissioned forage fish mapping for Gambier, Keats, and Bowen Islands.

Stream mapping was completed for a number of basin watersheds on Gambier, Keats, and Anvil Islands with a view to determining applicability to the Riparian Areas Regulation, and providing a first step towards complying with this provincial legislation. This work will continue into 2015.

Hornby Island Local Trust Committee

The Hornby Island Local Trust Committee held eight regular business meetings, as well as one special meeting, one community information meeting (CIM) and two public hearings for this fiscal period. A focus for this period was the completion of the of public consultation process for the review of the current official community plan (OCP) and land use bylaw (LUB). The CIM was held in May and was followed by a public hearing for the proposed OCP and LUB In July. The proposed OCP and LUB bylaws were submitted to the Ministry of Culture, Sport and Community Development in September 2014 and are currently awaiting Ministerial approval prior to final adoption by the Local Trust Committee.

In 2014, the stream mapping and watershed assessments were completed for the remaining unmapped portion of the Beulah Creek watershed as well as three other Riparian Areas Regulation- applicable watersheds. A series of four open houses were held in July to allow public review of the completed watershed assessments and mapping. Draft bylaws were presented to the Local Trust Committee at its October meeting and subsequently sent out for early referral to stakeholders and agencies.

Lasqueti Island Local Trust Committee

In 2014-2015, the Local Trust Committee held five regular business meetings, three community information meetings and one public hearing. The focus areas of the Lasqueti Local Trust Committee continued to be on the False Bay parking issue and riparian area protection through implementation of provincially-mandated regulations.

After much inter agency discussions and community consultation, the False Bay Parking and Master Plan project was redirected in order to specifically assist with alleviating parking congestion in the False Bay area. The Local Trust Committee gave third reading to an amendment bylaw to allow parking as a home occupation.

Moving forward with a setback and screening regulation approach to become compliant with the Riparian Areas Regulation, as endorsed by the Local Trust Committee, two Community Information meetings were held and further mapping was undertaken.

Mayne Island Local Trust Committee

The Mayne Island Local Trust Committee held eight regular business meetings, two special meetings, three community information meetings and two public hearings. The local trust committee considered applications for one rezoning and two temporary use permits.

Projects initiated, conducted or completed during this period included work on bringing the local trust committee's bylaws into compliance with the *Riparian Areas Regulation (Strategic plan 1.3 and Islands Trust Policy Statement policy 3.3.2)*, a project to review policies to support fallow deer eradication, amendments to permit and regulate secondary suites, amending potable water requirements for boundary subdivisions, and initiating a series of technical amendments to the Official Community Plan and Land Use Bylaw.

North Pender Island Local Trust Committee

The North Island Local Trust Committee held 10 regular business meetings, one special meeting and two public hearings. The Local Trust Committee received and considered applications or referrals for one rezoning, six development permits, one Agricultural Land Reserve application, two temporary use permits, and three development variance permits.

The Local Trust Committee also advanced several rezoning applications received in the previous period.

Projects during this period included a review of subdivision regulations to permit conservation subdivision design layouts, completion of land use bylaw technical amendments and shoreline educational material, and commencement of new projects to review land use issues associated with waste management, housing affordability, and development of an age-friendly community plan funded through a UBCM grant.

Salt Spring Island Local Trust Committee

The Salt Spring Island Local Trust Committee (SSI LTC) held 12 regular business meetings, two special business meetings, four public hearings and six community information meetings.

Recognizing Ganges as the commercial, social, cultural and institutional heart of Salt Spring Island, the Local Trust Committee established 'Ganges Village Planning' a priority to create a local area plan to guide future development. In order to realize the longstanding community goal of a continuous harbourside walkway, the Local Trust Committee has focussed the initial phase on completing the Ganges Boardwalk. (*Strategic Plan: 4.5.2*)

The Local Trust Committee continues to advance work on collaborative watershed management by working with other agencies through coordinating the Salt Spring Island Watershed Protection Authority (SSIWPA). SSIWPA members began developing an Integrated Watershed Management Plan for St. Mary Lake through a structured decision-making process. During the process, SSIWPA members experienced a conflict regarding whether or not to publicly discuss potential water quality impacts arising from raising the weir 0.3 metres at Duck Creek, the outflow of St. Mary Lake. The Local Trust Committee lead SSIWPA in resolving the conflict ensuring an open and transparent dialogue while also recognizing the autonomy of the local water district to raise the weir. SSIWPA has also begun considering plans for other drinking watersheds as well as addressing water quantity issues. (*Strategic Plan: 3.4.1, 3.4.2*)

In November 2014, the Local Trust Committee forwarded proposed bylaws implementing the Riparian Areas Regulation within the Salt Spring Island Local Trust Area to the Ministry of Community, Sports and Cultural Development for approval. Upon ministerial approval, the bylaws will return to Salt Spring for adoption. (*Strategic Plan: 1.3.6*)

In January 2015, the Local Trust Committee received a Final Report from the Industrial Advisory Planning Commission (IAPC) recommending changes to the Land Use Bylaw that would encourage socio-economic diversity and enhance community economic sustainability and security on Salt Spring Island by meeting the needs for commercial industrial lands for the next 25 years. (*Strategic Plan: 4.5.1*)

Other Local Trust Committee projects include implementation of a secondary suites pilot and water quality protection for residents in the Fort Street/ Walker's Hook area. (*Strategic Plan: 4.3.2, and 3.3.2/3.3.3 respectively*). The Local Trust Committee also considered heritage of First Nations sites, specifically on Grace Islet. Grace Islet is a First Nations burial site off of Ganges Harbour on Salt Spring Island, on top of which a luxury home was being built in 2014. Trustees, along with local First Nations and other locally-elected officials, objected to the development. The collective action led to the announcement on January 15, 2015 from the province of BC of its purchase of Grace Islet its partnership with the Nature Conservancy to ensure its protection as a sacred First Nations burial site. (*Strategic Plan: 5.1.4*)

The Local Trust Committee considered some notable development applications in 2014-2015, including one rezoning application for 50 guest-accommodation cottages on Bullock Lake that did not proceed past first reading of

a bylaw. However, the applicant was able to successfully receive a building permit for the same cottages under the legal non-conforming status. Other significant rezoning applications, including a proposal for 80 affordable housing units, have been stalled in 2014 due in part to the moratorium on new community water system connections in the North Salt Spring Waterworks District (NSSWD). NSSWD provides over 2,000 customers with water sourced from St. Mary Lake and Maxwell Lake. Draft results of hydrological studies confirm both lakes have been fully allocated and that neither lake has enough water to support any additional water licenses. Understanding demand management of these and other community water resources is being scoped for inclusion in the watershed management work program. Progress was also made on the Salt Spring Island Area Farm Plan through approval for a new farm produce centre for storage, processing and distribution of Salt Spring Island agricultural produce, as well as a renewed temporary use permit, and subsequent rezoning application, for the Salt Spring Island abattoir.

Saturna Island Local Trust Committee

The Saturna Island Local Trust Committee held six regular business meetings, four special meetings and one public hearing. The Local Trust Committee received and considered applications for one development permit and one development variance permit.

Projects considered during this period included reviews of Official Community Plan policies pertaining to the Community Amenity Density Reserve, secondary suites and guidelines for Temporary Use Permit for short-term vacation rentals.

South Pender Island Local Trust Committee

The South Pender Island Local Trust Committee held five regular business meetings, three special meetings, three community information meetings and one public hearing. The local trust committee received and considered applications or referrals for one development variance permit during the reporting period.

Projects undertaken during this period included an on-going review of the Land Use Bylaw and support for a shoreline mapping component for the Islands Trust MapIT program. The shoreline mapping initiative was a project to increase shoreline awareness by expanding the public mapping website to include additional shoreline related data and educational materials. The local trust committee also considered implementing policies and regulations for ocean loop geo-thermal systems.

Thetis Island Local Trust Committee

In 2014-2015, the Thetis Island Local Trust Committee held six regular meetings with a continued focus on shoreline protection and education and completing an Official Community Plan (OCP) and Land Use Bylaw (LUB) for Thetis Local Trust Area "Associated Islands", the group of ten small developed islands in the Thetis Trust area with no OCP and no recent LUB.

Since 2013 Thetis Island has been a pilot area and project lead for the "Green Shores for Homes" program, an innovative shoreline protection initiative that provides community with information and mapping to promote voluntary stewardship of shorelines. In June 2014, Thetis Island hosted a Green Shores Scenarios Workshop that brought together local contractors, biologists and engineers, affected property owners, other government agencies, and realtors to explore three sites on Thetis Island dealing with different shoreline erosion situations. The hands-on day provided participants with a better understanding of the feasibility of pursuing softer shoreline approaches that protect the riparian and shoreline ecosystems.

In August, the Local Trust Committee held a Community Information Meeting and Public Hearing for the OCP and LUB for the Thetis Trust Area Associated Islands, which are located in the Cowichan Valley Regional District between Chemainus and Valdes Island (Dayman, Hudson, Pylades, Reid, Ruxton, Scott, Tree, and Whaleboat Islands). Prior to the public Hearing, Bute Island and Dunsmuir Island were removed from the OCP/LUB due to First Nations concerns, leaving eight of the islands listed above. The LTC plans to re-insert these two islands into the Plan

Area upon completion of a stakeholder planning process with property owners and the Stz'uminus Nation. The Local Trust Committee referred the Official Community Plan to the Minister of Community, Sport and Cultural Development for approval and looks forward to receiving a positive response in the near future.

An extensive process has been underway with property owners, staff and the Local Trust committee on Thetis Island since 2012 with regard to implementing the Riparian Areas Regulation on Thetis Island and the Local Trust Committee aims to complete this work in 2015.

6. Climate Change Action

Climate change will have serious consequences on our island ecosystems, from oceans to shorelines to forests, and on the economies and communities that depend on them. Islands Trust Council's strategic plan (1.6) maintained the goal of reducing greenhouse gas emissions in the Islands Trust Area and directed action in three areas to honour our commitments under the B.C. Climate Action Charter.

For the third year, the Islands Trust achieved carbon neutrality in its operations through performing an emissions inventory and purchasing carbon offsets to achieve neutrality. Emissions in 2014 were 55 tonnes of CO₂, down 15 per cent from 65 tonnes in 2013. Those emissions are neutralized by purchasing carbon offsets through the Community Carbon Marketplace, an initiative of the Cowichan Energy Alternatives Society, which helps grow the local low-carbon economy.

The Islands Trust has taken a number of steps to reduce its' operational carbon footprint:

- Encouraging trustees and staff to share vehicles and use the Victoria and Nanaimo Car Share Programs;
- Using paperless meeting management software to reduce paper consumption;
- Conducting meetings over the web rather than travelling to meetings; and
- Staff exploring options within B.C.'s Leading Workplace strategies in order to lower our office footprint and reduce employee and Trustee travel.

Local trust committees continue to explore innovative ways of using new planning tools (Bill 27) to implement Official Community Plan policies that would reduce greenhouse gas emissions. Gabriola Local Trust Committee has amended its Land Use Bylaw to implement climate change policies in the OCP. Salt Spring Island Local Trust Committee has undertaken community work to further climate action and energy reduction. Salt Spring Island and Gambier local trust committees have now amended their meeting procedures to allow electronic meetings, thereby reducing travel.

The Trust Fund Board continues to protect land with high carbon storage and has completed Eelgrass mapping for the whole Trust Area, which will facilitate better protection of this essential ocean-based carbon sink. Detailed information is contained in our Climate Action Revenue Incentive Public [Report](#) for 2014 located on our website. (*Strategic Plan 1.6.2*)

7. Administrative Fairness

Islands Trust policy requires the reporting of the number of administrative fairness complaints received each year. There were four complaints in 2014-2015 regarding staff, local trustees and local trust committee procedures. The complaint was handled according to the Islands Trust Council's policy. Complainants who are unsatisfied with the outcome of the Islands Trust's complaint handling procedure are advised of the option of making a complaint to the B.C. Office of the Ombudsperson. In 2014-2015, the Office of the Ombudsperson did not receive any complaints about the Islands Trust.

8. Legal Action

In accordance with Islands Trust policies, enforcement actions are primarily triggered when the Islands Trust receives complaints from community members that indicate that individuals or corporations are not complying with the land use regulations that their locally-elected representatives have adopted. Efforts are then made to investigate

complaints, educate violators and obtain voluntary compliance with a community's bylaws. In most cases, violators have a variety of options, including ceasing or amending their operations, or applying for variances or required permits.

Islands Trust staff estimate that more than 90 per cent of its bylaw investigation files are resolved before legal action is required. Legal action is only taken after other avenues to achieve compliance have failed. Local trust committees may request legal action if other avenues for achieving bylaw compliance fail. The Executive Committee considers and is responsible for approving the funding of any legal action requested by a local trust committee.

During 2014-2015, the Galiano, North Pender, and Gambier Island local trust committees concluded several legal actions, which were intended to protect the foreshore from unlawful development and use. As a result of these four legal actions, court orders were acquired ensuring unlawful seawalls and other structures will be removed from below the high water line and from the upland setback areas from the sea. Three of the four court orders were negotiated by consent. These legal actions highlight the importance local trust committees place on protecting the foreshore from inappropriate development.

To: Islands Trust Council

For the Meeting of: June 23-25, 2015

From: Lisa Gordon, Director, Trust Area Services

Date: May 20, 2015

SUBJECT: ISLANDS TRUST COMMUNITY STEWARDSHIP AWARDS 2015

DESCRIPTION OF ISSUE:

At a June 24, 2015 closed session, Islands Trust Council will decide the recipients of the 2015 Community Stewardship Awards program.

BACKGROUND:

This program provides an opportunity to promote the Islands Trust Object by celebrating the community service and environmental stewardship efforts of island residents.

1. The Community Stewardship Awards program is intended to provide recognition to individuals or organizations for programs or actions that have made a significant contribution towards the Object of the Islands Trust. The awards program requires two full time equivalent weeks of management and support staff time in program communications and administration. The annual cost of the program is usually \$600-\$700 for awards from the Trust Programs budget and local trust committees may use up to \$100 from their local trust committee budgets to cover the costs of a public presentation ceremony.

The 2015 program was administered as follows:

- Members of the public and other agencies were invited to nominate individuals or organizations for recognition. The program was publicized through a news release, on-line information, posters, and, 'tweets'.
- The deadline for award nominations was April 15, 2015.
- The Trust Programs Committee considered all of the nominations on June 1 to develop recommendations to Council. Trust Programs Committee evaluated nominations based on the following criteria: relationship of the project or work to the Islands Trust Policy Statement, benefits to the community or Trust Area, collaboration with others, innovation, and the level of community support and involvement.
- The names of nominees were released to the media and the Islands Trust Chair sent all nominees a congratulatory letter.

Trust Council's policy 2.1.xi *Community Stewardship Award Program* states that:

- *The Trust Programs Committee will evaluate and recommend award recipients to Trust Council for up to two awards in each of the individual and organizational categories, and for up to two additional awards in those or other categories while considering:*
 - a) the confidential comments provided by local trustees; and*
 - b) the following criteria:*
 - i. relationship of project or work to the Islands Trust Policy Statement,*
 - ii. benefits to the community or Trust Area,*
 - iii. collaboration with others,*
 - iv. innovation,*
 - v. community support.*
- *In June of odd-numbered years, the Islands Trust Council will decide upon the Community Stewardship Award recipients while considering the items in section 18 above as well as the Trust Program's Committee's recommendations.*

Trust Council will decide on the recipients in a closed meeting on June 24, 2015 and announce the results in the early afternoon.

FOLLOW-UP:

The Community Stewardship Awards Program (2.1.xi), section C. 7 states "The cost for each award will not exceed \$100," and "local trust committees may use up to \$100 from their local trust committee budgets to cover the costs of a public presentation ceremony". In March 2014, the Islands Trust Council amended the Purchasing Procedure (6.5.iii.) to direct that "Islands Trust staff engaged in procuring Community Stewardship Awards, or other awards that from time to time may be required, will ensure that awards represent the unique nature of the Islands Trust Area and, where practical, are constituted from products distinct to the Islands Trust Area." In 2014, the award was a certificate in a wood frame made on Thetis Island from local materials. The awards are paid from the Trust Programs budget. In the next few months staff will be assessing local purchasing options and associated costs.

Awards will be presented at local trust committee meetings in the fall of 2015. The names of award recipients will be publicized through a news release. Detailed information will be made available on the Islands Trust website, and will be featured in e-news.

ATTACHMENT(S): YES

- 1) 2002-2015 Overview - Community Stewardship Awards
- 2) List of nominees for 2015 Community Stewardship Awards
- 3) Profiles of nominees for 2015 Community Stewardship Awards
- 4) Evaluation form

Prepared By: Clare Frater, Policy Advisor

Reviewed By/Date: Lisa Gordon, Director, Trust Area Services, May 22, 2015
Executive Committee, June 10, 2015

Linda Adams, Chief Administrative Officer

Community Stewardship Award Program Overview

2002-2015

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

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

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

2002-2015 LIST OF NOMINEES/ISLANDS

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

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

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

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

COMMUNITY STEWARDSHIP AWARDS 2015

SUMMARY OF NOMINEES AND PROJECTS

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

Individuals

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

Groups

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

COMMUNITY STEWARDSHIP AWARDS – EVALUATION FORM 2015

INDIVIDUAL EVALUATIONS:

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

COMMUNITY STEWARDSHIP AWARDS – EVALUATION FORM 2015

GROUP EVALUATIONS:

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



TRUST FUND BOARD REPORT TO TRUST COUNCIL 1st Quarter 2015-2016

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. STRATEGIC PLANNING/ADMINISTRATION	
Met with all three planning teams to discuss areas of mutual interest, including sensitive ecosystem mapping Requested reappointment of Trust Fund Board member Ron Bertrand Provided input into the Islands Trust's Strategic Planning process Completed ITF's 2014-2015 annual report contribution Met with Executive Committee for annual liaison meeting Chair joined Executive Committee for meeting with ADM Jay Schlosar to discuss request to change organization name to Islands Trust Conservancy through legislative amendment Revised TFB Policy 1.7 Fundraising and Donations ITF manager elected to board of Land Trust Alliance of British Columbia	Review TC Procedure 2.1.xii <i>Administration of the Crown Land Acquisition Initiative</i> and identify if revisions are required Work with the Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) to finalize Conservation Strategy and integrate mapping into Regional Conservation Plan Work with UVic masters student to finalize feasibility assessment of a working landscape conservation program (Regional Conservation Plan work item) Begin work on Property Management Strategy and decision support tool (Regional Conservation Plan work item)
2. COVENANT AND PROPERTY ACQUISITIONS	
Completed rare plant surveys on two Thetis Island properties to support funding applications Registered covenant on 6.73 ha of a Galiano Island property, including protection for Finlay Lake	Negotiate three NAPTEP covenants (Hornby, North Pender & Salt Spring) and four regular covenants (North Pender, South Pender, Galiano & Lasqueti) Assist Thetis Island Nature Conservancy with acquisition campaign to purchase 16 hectare Fairyslipper Forest (Lower Burchell Hill) Negotiate transfer for 2 nature reserves (Denman & Keats) Complete bird and bat surveys on Thetis Island properties to support funding applications

*As of June 2015 the Trust Fund Board
owns 26 properties and holds 70 covenants (of which 23 have NAPTEP certificates)*



TRUST FUND BOARD REPORT TO TRUST COUNCIL 1st Quarter 2015-2016

3. COVENANT AND PROPERTY MANAGEMENT

Completed annual monitoring of all TFB conservation covenants and nature reserves

Supported Pender Islands Conservancy Association for the Annual Earth Day Beach Clean-up at Medicine Beach Nature Sanctuary; 760kg beach debris removed from beaches around the Island (N. Pender)

Collaborate with BC Parks to reroute a trail connecting Morrison Marsh Nature Reserve to Boyle Point Park (Denman)

Complete Management Plan for McFadden Creek Nature Sanctuary (Salt Spring) and Burren's Acres Nature Reserve (Gabriola)

Complete revision of Management Plan for Horton Bayviary Nature Reserve (Mayne)

4. COMMUNICATIONS

Issued News Release about John Osland Nature Reserve (Lasqueti)

Sent 3 issues of E-News to subscribers

Updated website with new protected places profiles and new Rockfish section

Partnered with Thetis Island Nature Conservancy to create a fundraising video for Fairyslipper Forest (Lower Burchell Hill) acquisition campaign

Participated in Festival Active Pass to discuss conservation options with Mayne Island landowners

Added Regional Conservation Plan extension and update to the website

Working with PICA on a realtor outreach event for North and South Pender Islands at the end of June

Submit an article to Pacific Yachting magazine profiling ITF and Fairyslipper Forest acquisition campaign

Implement communications plan for Year 2 of the Fairyslipper Forest acquisition campaign

Update several sections of ITF's website to improve readability and make information easier to find

Complete and evaluate Lasqueti Island Landowner Contact Program

5. FUNDRAISING AND CONSERVANCY SUPPORT

Completed staff training and implementation of customized database (DonorPro)

Developed 2015 fundraising plan for Fairyslipper Forest (Lower Burchell Hill) campaign in partnership with ThINC

Attended a workshop on Environment Canada's funding programs, a Canadian Association of Gift Planners workshop on bequest administration, and participated in three Land Trust Alliance fundraising webinars

Apply for grants from foundations/corporations for Thetis Island land acquisition campaign

Send appeal letter to past donors for Thetis Island land acquisition campaign

Find new places to sell ITF's Birthday Calendar

*As of June 2015 the Trust Fund Board
owns 26 properties and holds 70 covenants (of which 23 have NAPTEP certificates)*

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: June 23, 2015

From: Trust Fund Board

File No: SSI-NAP-2015.1

**SUBJECT: NATURAL AREA PROTECTION TAX EXEMPTION PROGRAM (NAPTEP)
CERTIFICATE, ACHILLES PROPERTY, SALT SPRING ISLAND**

RECOMMENDATION:

That the Islands Trust Council request the Secretary to issue a Natural Area Protection Tax Exemption Certificate for a portion of the land described as “PID 017-434-297, Lot 2, District Lot 39, North Salt Spring Island, Cowichan District, Plan VIP52771”, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

CHIEF ADMINISTRATION OFFICER COMMENTS: This will be the Trust Council’s 10th NAPTEP certificate and the Trust Fund Board’s 24th covenant on Salt Spring Island. Trust Council has issued 23 NAPTEP certificates and currently has 2 in progress (North Pender and Hornby).

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Covenant registration will be the responsibility of ITF staff. Staff will ensure that both the covenant and the baseline inventory report meet NAPTEP standards. Once the covenant is registered, the Islands Trust Secretary will be notified to issue the tax exemption certificate.

FINANCIAL: The costs of administering this application will be partly recovered through the application fees. Other associated costs such as covenant registration, survey costs and baseline costs will be covered by the landowner. Ongoing monitoring costs will be administered by the Trust Fund Board and will be approximately \$500 annually.

POLICY: The application is consistent with Islands Trust and Trust Fund Board policies.

IMPLEMENTATION/COMMUNICATIONS:

- The applicant will be advised of Trust Council’s decision.
- If Trust Council votes to issue a Natural Area Protection Tax Exemption Certificate, the applicant will then be required to complete the baseline inventory report, a legal survey and register the standard conservation covenant against the property title. The conservation covenant must be registered on title by October 1, 2015 for the landowner to receive a tax exemption in 2016.
- The certificate will only be issued when the above items are received.
- Once the certificate is issued to the applicant, the BC Assessment Authority, the Land Titles Office, and the Capital Regional District and any other relevant agencies will be advised.

- ITF staff will advise the public regarding the successful completion of NAPTEP applications via a news release and a website profile.

OTHER: The Salt Spring Island Local Trust Committee was provided information regarding the Achilles NAPTEP application at its May 14, 2015 meeting.

BACKGROUND

- A NAPTEP application was received on March 16, 2015 to covenant approximately 6.3 ha (15.5 acres) of land on Salt Spring Island.
- TFB staff have reviewed the proposal and confirmed that it is eligible under NAPTEP.
- The TFB has agreed to hold the conservation covenant for this application.

REPORT/DOCUMENT:

Achilles NAPTEP Application Summary: Maps, property details and a list of NAPTEP Values and Amenities

KEY ISSUE(S)/CONCEPT(S): Approval of a Natural Area Protection Tax Exemption Certificate.

RELEVANT POLICY:

Islands Trust Act (7.1)

Islands Trust Natural Area Protection Tax Exemption Regulation

Trust Council procedure 2.1.x re: Administration of the NAPTEP program.

DESIRED OUTCOME: Registration of a conservation covenant to protect natural areas under the NAPTEP program.

RESPONSE OPTIONS

Recommended: As noted above.

Alternative: 1. To decline to issue the certificate.
2. To delay issuance of the certificate subject to receipt of additional information.

Prepared By:	Kate Emmings Ecosystem Protection Specialist	Date: May 6, 2015
Reviewed By:	Jennifer Eliason, Islands Trust Fund Manager Lisa Gordon, Director Trust Area Services Trust Fund Board SSI Local Trust Committee Executive Committee	May 6, 2015 May 6, 2015 March 31, 2015 May 14, 2015 May 27, 2015

Achilles NAPTEP Application Summary

Maps, property details and NAPTEP Values and Amenities

Property Information

Property Description: PID 017-434-297, Lot 2, District Lot 39, North Salt Spring Island, Cowichan District, Plan VIP52771

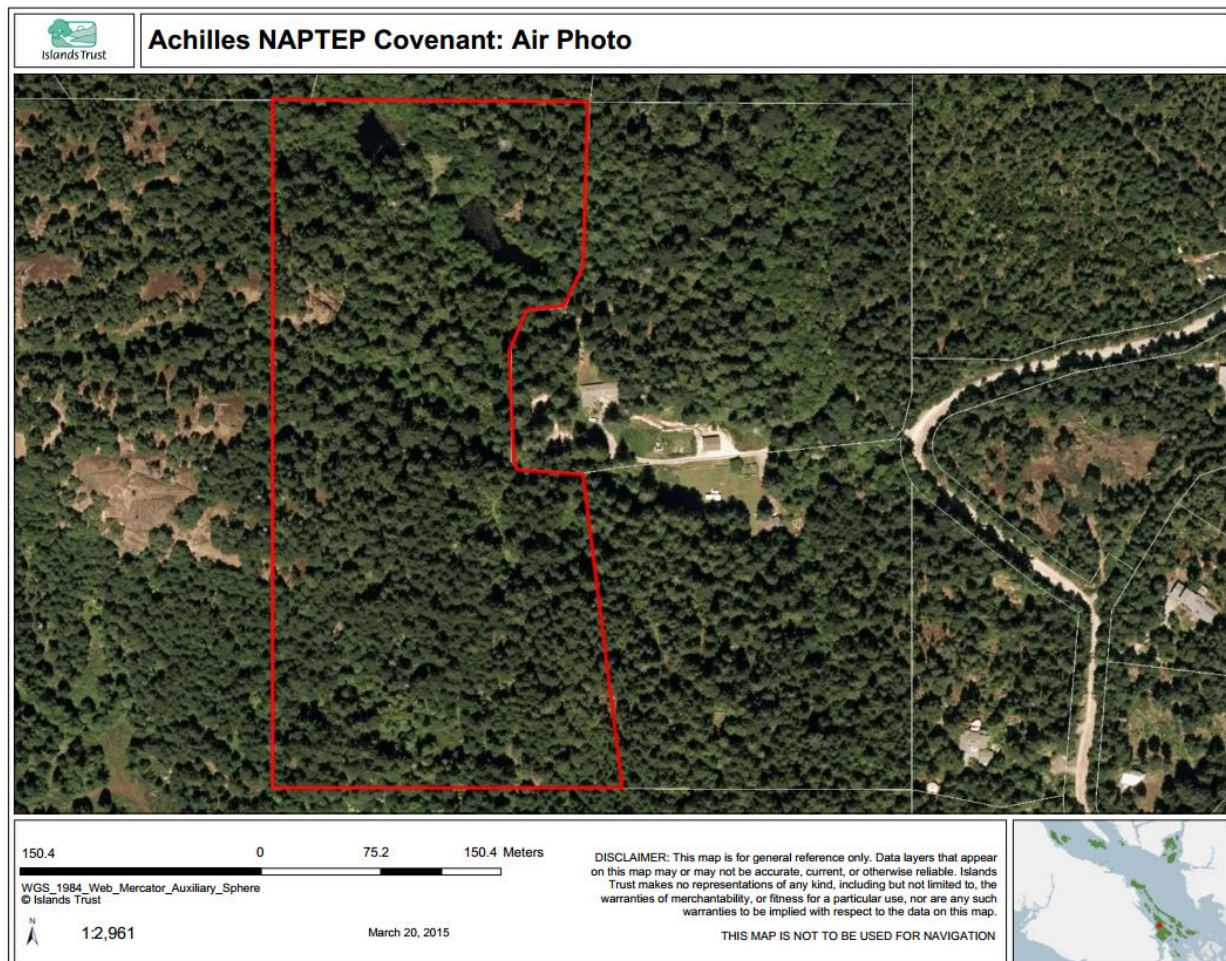
Property size: 12.3 ha

Proposed covenant size: 6.3 ha

Co-covenant Holder: Salt Spring Island Conservancy

Property notes:

The Ecosystem Protection Specialist conducted a site visit on March 19, 2015 with the Salt Spring Island Conservancy. The land is forested and is a mixture of hemlock, western redcedar and Douglas-fir on moister sites and Douglas-fir / arbutus on drier sites. From the site visit, as well as from Terrestrial Ecosystem Mapping (TEM) the property appears to be in the Coastal Western Hemlock, very dry maritime zone (CWHxm1) which, in the Islands Trust Area, is only found in Howe Sound and on higher elevations on Salt Spring Island. In areas that were more altered, probably from logging, there are stands of alder. Most of the forest is still in a young structural stage, but there are some mature forest characteristics, including several wildlife trees and large woody debris. The understorey is primarily salal and dull Oregon-grape. A large rock outcrop is found on the western border with lush moss and two connected ponds are located in the northern portion of the property.



NAPTEP Natural Values & Amenities

The natural values of the proposed covenant area, according to the NAPTEP Regulations, are listed below. Values were determined by evaluating the application submitted by the property owner and through a site visit conducted March 19, 2015. A sensitive ecosystem map is also found below for reference.

1. *Woodland Ecosystem (NAPTEP Regulation Section 2(a)):*

There is a drier ridge along the southern property boundary which includes a small component of Douglas-fir – arbutus woodland.

2. *Terrestrial Herbaceous Ecosystem (NAPTEP Regulation Section 2(a)):*

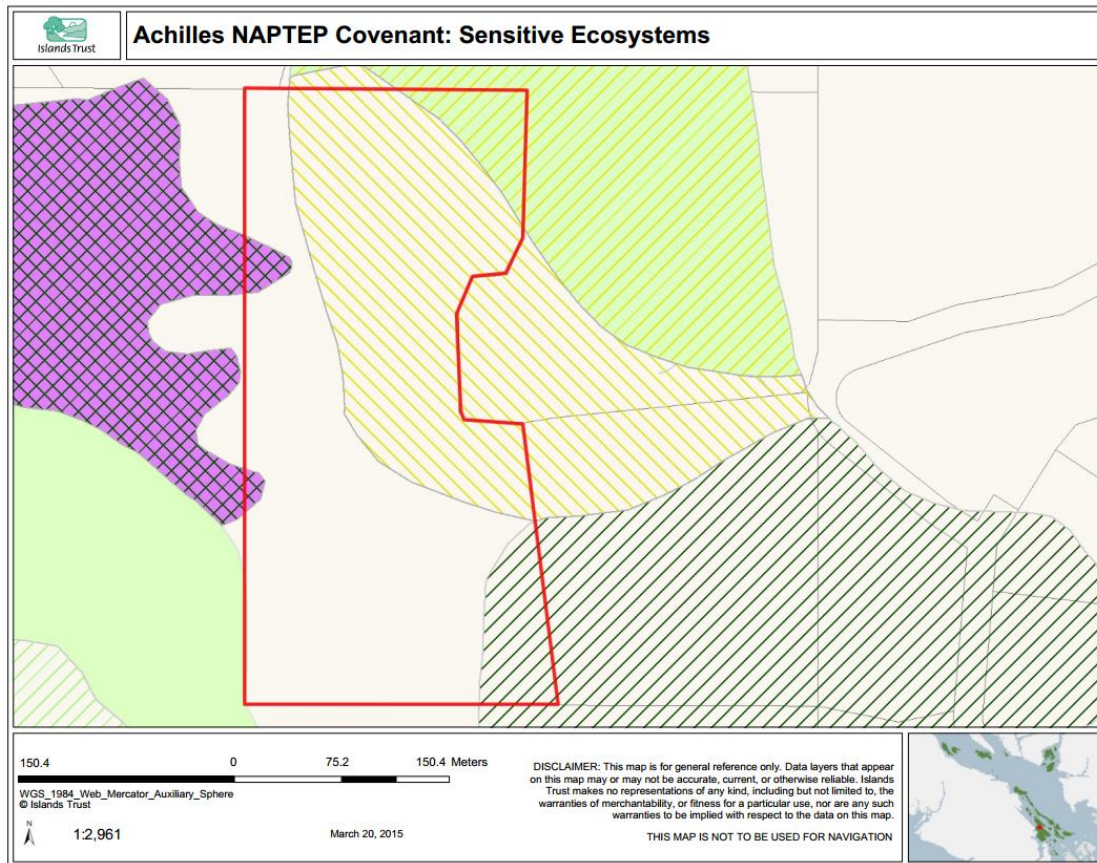
There is a rocky outcrop ecosystem along the eastern property boundary.

3. *Wetland Ecosystem (NAPTEP Regulation Section 2(a)):*

There are two naturalized ponds (Photo 1) in the northern portion of the covenant area that are good habitat for breeding amphibians and insects and which may contain Cutthroat Trout.



Photo 1. Pond with riparian and forested border.



4. Areas that are relatively undisturbed by human activity and are key habitat for rare native plant species or plant communities (NAPTEP Regulation Section 2(b)):

The following rare species and ecosystems are found on the property:

Rare Species

Northern Red-legged Frog (blue listed)

Coastal Cutthroat Trout (blue listed) (not observed, but noted as being introduced into the ponds in 1992 – these may no longer be present)

Rare Ecological Communities

Douglas-fir - Arbutus (red listed)

Western hemlock – Douglas-fir / Oregon beaked-moss (red listed)

Arbutus – Hairy manzanita (red listed) (possible, requires confirmation)

Douglas-fir – Sword fern (blue listed)

Regional Conservation Plan Context:

The proposed covenant addresses conservation of the following goals biodiversity priorities of the 2010-2015 Regional Conservation Plan:

- 1) Sensitive ecosystems: the covenant area has at least three types Sensitive Ecosystems (see map above).
- 2) There are Provincially identified at-risk species and plant communities (see above).

-----Original Message-----

From: Paul Brent

Sent: Wednesday, April 22, 2015 2:47 PM

To: Trustees

Cc: Linda Adams

Subject: Southern Gulf Island Trustees Meeting April 13th

Hi trustees,

We'd like to keep you informed as to an impromptu meeting we had about a week ago with eleven of the Southern Gulf Islands (Mayne, North & South Pender, Salt Spring, Galiano and Saturna) trustees. It was a follow up to a great trustee roundtable meeting organized by our regional planning manager Robert Kojima on March 31st with all the SGI trustees, Chair Luckham, MoTI, the Capital Regional District and Mayor of Sidney, amongst others.

We trustees got energized at that March 31st meeting and said, "hey, lets meet again, we've got lots of stuff to discuss". So we did. And when we circulated an email for agenda ideas (aiming for focus) we got a major push to chart a vision (statement) for our (southern) islands, which morphed slightly again at our meeting. We conversed about a few other things but 80% of the meeting (which I might add was good fun and very positive) was working on elements of a vision.

So if you are interested I've attached a one page executive summary (quick read) and some meeting notes. I've also included a couple of docs we circulated before the meeting as vision statement thought-starters for the meeting. If this all looks a little "outside-the-box" its because we did this on our own initiative. Must be something in the water here in the south....

Also, apologies to Northern or Bowen/Keats/Gambier trustees who may have felt excluded - it was not our intent.

Any questions, just ask.

Cheers

Paul
(on behalf of the SGITs)

cc. Linda - please feel free to circulate this to staff if you think they might be interested.

SGIT Meeting April 13 Executive Summary

Building on the momentum of positive dialogue and communication that developed in our past two meetings this spring, eleven of the SGI/SSI trustees met to discuss topics of mutual interest. Of particular interest was the process to create a vision (or vision statement) for the southern area and, potentially, the Islands Trust as a whole. The group agreed that forming a full vision was a role for Council. Instead, focus was on identifying key words and phrases to inspire rather than just reiterating our mission and policy statements. Here are the results of our enthusiastic discussions.

Three areas that must be addressed in any vision statement:

- Environment
- Community/Culture
- Economies

Key Phrases

- *we love this place.*
- *together encouraging our ecologies to flourish and our communities to thrive.*
- *joy and happiness of present and future generations*
- *tie islands together*
- *integrated planning*
- *environment, community/culture and economy*

Key words:

<i>unique</i>	<i>linkage</i>	<i>innovative</i>	<i>interconnections</i>
<i>environmental</i>	<i>authenticity</i>	<i>inspiration</i>	<i>creative</i>
<i>clarity</i>	<i>trust</i>	<i>cooperation</i>	<i>leadership</i>
<i>balances</i>	<i>planning</i>	<i>diverse</i>	<i>healthy</i>
<i>integration</i>	<i>vibrant</i>	<i>collaboration</i>	<i>irreplaceable</i>
<i>flexible</i>	<i>reconciling</i>	<i>world class</i>	<i>sustainable¹</i>

Other topics explored:

Trust office relocation (to the Trust area) was discussed. Consensus was that an independent review would be preferred and that any move would by necessity likely be very carefully paced so as not to disrupt staff lives or organizational efficiency.

The IT strategic plan process was examined and most agreed that it did not meet expectations both for considered input and current output; too complex and mired in minutiae. We concluded that there was no compelling reason to rush to complete a strategic plan – better to take our time and build the right plan. A discussion of a trustee only in-camera session at Trust Council concluded it was not required at this time.

¹ Spirited discussion regarding overuse of “sustainable. Consensus that “healthy” might be a less hackneyed substitute.

We hope the positive energy and enthusiasm generated in this SSI/SGI meeting spreads to our fellow Trustees and most importantly Trust Council. We have an opportunity this term to define direction, develop enthusiasm and ultimately, regain community support.

Meeting Notes SGI Trustee Meeting April 13 Sidney BC

Attendees:	Dianne Barber	(DB)
	Paul Brent	(PB)
	Brian Crumblehulme	(BC)
	Jeanine Dodds	(JD)
	George Grams	(GG)
	Peter Grove	(PG)
	George Harris	(GH)
	Derek Masselink	(DM)
	Bruce McConchie	(BM)
	Lee Middleton	(LM)
	Wendy Scholefield	(WS)

Regrets: Sandy Pottle

BM (Moderator) opens, gives floor to GH (due early departure to attend Galiano LTC meeting)

GH – update on Tour des Isles – 4 day SGI June 18 to 21 – progressing with inter-island passenger ferry connections (funding & vessels). SSI – Galiano & Galiano - Mayne in place, still progressing Mayne-Saturna-Pender triangle.

Why a Vision?

PG – 40 years and still no vision? Where are we going and how do we meet the challenges we face (like SSI incorporation)? Need to move from a fear-based defensive position to one of a promising sustainable future.

GH –We have both great responsibility and great opportunity. Without a clear finish line to aim for it feels like the Trust machine rolls on without much real input from trustees.

GH – There is the Trust area and then there is the SGI's, which are somewhat closer-knit (physical proximity and ferry links). Maybe there are lessons to be learned in how we manage both areas.

BM - (Moderator) Looking for a word, phrase or statement to capture our vision.

GH – ***Tie islands closer together.*** (Physical – transportation, communication, etc and other agency ties – working together to plan for the future). Example of dysfunction being a large National Park that is little used, very hard to access and poorly promoted.

JD – Lets remember as a local government we have limited concrete tools (land use planning). Crucial we deliver that message to those who live & work on our islands as often there is a different perception. A key vision word is **balance**.

BM – Requests input from all attending, so goes around the table for each to provide initial comments

WS – Perception is an issue – it is perceived we have flawed processes, bad bylaws and give poor advice by a significant number of constituents. We need **clarity**. Thought the San Juan Islands vision statement was pretty darn good:

“To support healthy, diverse, sustainable island communities, and a high quality of life through effective planning, administration, and enforcement of building and land use codes that balance and accommodate appropriate development of the community while protecting the natural environment.”

GG – started by noting concerns of exec about the optics of our meeting:

- exclusion of Northern trustees doesn't look good
- legal challenges:
 - meeting without everyone could possibly create the impression of “plotting”
 - five local quorums in attendance

Strong belief we could use a vision statement to help guide the organization. Another problem is the absence of integrated governance so:
Integrated (or collaborative) governance a key phrase to include.

LM – focus on our mission and on our service. Grass roots democracy - **empower and engage communities**. Sees us building on the foundation from the last term. Noted that there was too much “professional” language used.

DM – Encouraged by the gathering. Senses a resistance to change but not advocating a rush to effect change. Agrees organization needs clarity but also needs trust, as there is a huge lack of trust. Need clear and open leadership. We need to question our core values. Ultimate success will require **collaboration and cooperation**. A vision statement unto itself won't change the culture. Other key words clarity, trust, **innovative, creative, authentic** – need to build excitement. Advocates the phrase “We love this place. Joy and happiness with/for our descendants for a brighter future”

PB – acknowledges optics of southern team meeting excluding northern trustees is not good and should have been addressed. Disagrees with fear of legal challenges. Trustees are together all the time – on the ferry, at social events, community meetings, etc. If this meeting is a “no-no” then how about the March 31st Southern Trustee roundtable with 6 local quorums, an exec committee quorum & a quorum of Trust Council. Where was the public notice?

Vision process may change the current culture

For IT to deliver to our mandate we need more than just land use planning, so under the current governance compelling **collaboration** (with other agencies/levels of government) is a core requirement.

BC – need to address caveats. We're inspiring towards an identity – our vision statement. We need to be more inclusive, which is threatening to some (EDC is doing this on our SGI's). Need to recognize disparate views in the community. Some don't like the Trust, some don't like the EDC, some want more ferry service and some want far less ferry service. We need to find consensus not unanimity. And we'll need to look at how we deal with incorporation(s), perhaps a bridge or two, reduced ferry service, etc. We also need to **balance** the needs of residents with those of all of BC. Other key words – **healthy, diverse, flexible, sustainable, collaborative**.

Lake District Vision Statement very good in ticking many boxes with the "right words" but that wouldn't necessarily work well for us. Loses inspirational quality.

BM – We need to be leaders **together** to make this work. Other key words that need consideration are **reconciling, planning, healthy and environment**.

DB – As leaders and as planners our focus must really be to the future, and **"young people are our future"**.

Open free-form discussion

GG – Change needs to be for the better. Doesn't like the term sustainable as it is over used. We need a lower ecological footprint.

BC – Identified three critical areas to be addressed in a vision statement:
Environment
Community/Culture
Economy

PB – Referred to San Juan vision statement and "core words"

The following notes are based on general comments aired:

The Trust was put in place to obstruct change. A vision statement needs to address change and that change can be positive.

Unfortunately, we seem to be conveying a culture of fear and mistrust (trustees, staff, constituents)

We need to explain more what we do

And what we get for our dollar spent on the Trust.

Vision phrases (these evolved in discussion)

we love this place.

together encouraging our ecologies to flourish and our communities to thrive.

joy and happiness of present and future generations

tie islands together

integrated planning

environment, community/culture and economy

and key words (in no order)

- | | |
|---------------------------|----------------------|
| • <i>Unique</i> | <i>linkage</i> |
| • <i>environmental</i> | <i>authenticity</i> |
| • <i>interconnections</i> | <i>clarity</i> |
| • <i>balances</i> | <i>planning</i> |
| • <i>integration</i> | <i>vibrant</i> |
| • <i>flexible</i> | <i>reconciling</i> |
| • <i>healthy</i> | <i>leadership</i> |
| • <i>cooperation</i> | <i>trust me</i> |
| • <i>collaboration</i> | <i>irreplaceable</i> |
| • <i>creative</i> | <i>world class</i> |
| • <i>innovative</i> | <i>inspiration</i> |

Discussion on Strategic Plan (very short discussion):

- General unhappiness with current strategic plan and process.
- Current plan too detailed and focused on minutiae
- Can we get by with a dead simple strategic plan for now, and do a more fulsome participatory exercise later (at TC)? Why not?

Relocation of Trust Offices to Trust area (fairly short discussion)

- We must seek a review of this, not predetermine an outcome
- The review must be independent and looked at objectively
- while hurdles exist our communities want their taxes held within the community and want Trust staff connected with the islands.
- If it is determined as a path to follow, the transition will most likely have to be slow, and might only get started in this term.
- lots of moving parts; 1) minimize impact on staff (look for win-win), 2) adapting to a potential SSI incorporation 3) work-at-home opportunities 4) maintain smaller Vic office while satellite office(s) considered 5) post new hires in Trust area, etc.

In Camera Trustee meeting at Trust Council (very short discussion)

- not needed at this time.

SGI Visions and Partial Visions

A unique confederation of island communities within the Salish Sea, which are environmentally and socio-economically sustainable, providing inspiration to the people of British Columbia and the world of how communities can thrive and contribute to the overall wellbeing of our planet.

We are committed to a sustainable future and to improving the social, economic and environmental well being of the community.

Our vision is to improve the environmental quality of our community by partnering with area businesses, community leaders and neighbours to work together to create a clean and safe place to live and work for future generations.

We are committed to a healthy, sustainable environment reconciling the needs of those who share this space

An Islands Trust that recognizes growth and change in Island communities is inevitable and must be balanced with the natural environment while allowing for a sustainable community and economy, recognizing that human development will impact the environment but that impacts can be mitigated through adequate planning.

Using land use planning and agency cooperation to nurture economically vibrant, socially diverse & interconnected island communities while lowering the ecological impact of our built environment.

Other Organizations

The Nature Conservancy: Our vision is to leave a sustainable world for future generations. (11)

WWF: We seek to save a planet, a world of life. Reconciling the needs of human beings and the needs of others that share the Earth... (25)

EPA - A clean, healthy and well-protected environment supporting a sustainable society and economy. (13)

WE THE PEOPLE of San Juan County recognize that these rural islands are an extraordinary treasure of natural beauty and abundance, and that independence, privacy and personal freedom are values prized by islanders. Being a diverse people bound together by these shared values, we declare our commitment to work towards this vision of the San Juan Islands in 2020 A.D.

Nike : To bring inspiration and innovation to every athlete* in the world.

* If you have a body, you are an athlete.

Toys 'R' Us: Our vision is to put joy in kids' hearts and a smile on parents' faces.

Caterpillar: Be the global leader in customer value.

IKEA: Affordable solutions for better living.

Why do we need a vision statement?

The Islands Trust area as a whole faces significant challenges, some of them from new pressures such as climate change, demographic mutations and from economic dynamics that have disadvantaged our federation. Examples of the latter include a dramatic reduction in financial support from the provincial government in both support for the ferries that we rely on and in its contribution to the Trust budget, that contribution being a fraction of that provided at the Trust's inception in 1973. How the Trust recognizes and meets these challenges will in large measure determine whether it is able to retain the popular support needed to ensure its future.

Whether it is deserved or not, there is a perception that the Trust adopts a 'fortress' approach to its mandate, ardent in its pursuit of preservation and protection of the natural environment, but languid in its response to the concerns of island residents about factors such as the economy and our built environment. When allied to the prospect of significant reductions in the Trust budget arising from the possible incorporation of the Trust's major funder, Salt Spring Island, the capacity of the Trust to adapt becomes one of concern.

The question will be asked (it is already): what can the Islands Trust provide which is not available from incorporation and/or Regional Districts? Looking into the future we must ask ourselves if we believe that the Islands Trust will still exist in 10-20-50 years time. Unless we change our approach I do not think we can rely on its continuity.

In order to ensure that the Islands Trust survives and thrives in the face of many challenges, we must understand, publish and market its value to our government, our own communities and to all of BC.

Before we can market its value, we must first measure that value and augment it where needed. The Trust was formed in an atmosphere of fear. At the time, the environment and very nature of the islands were threatened by aggressive development. The government and province recognized that there was real value in protecting this special place for the benefit of all. It put defensive measures in place to "preserve and protect". And this approach is what drives us more than 40 years later.

It is time to change that approach. Our message must be one of hope, not of defense. The Islands Trust area should be held out throughout the province as an example of sustainable communities, environmentally and economically, as a beacon of hope for those struggling to survive. The Islands Trust area should be viewed as a jewel in the province's crown; a place which is renowned not only in Canada, but throughout the world, for its environmental values and its ability to sustain viable communities with healthy demographics, robust economies and reasonable standards of living. This is what our vision for the Islands Trust should articulate.

If we expect to receive support from our communities, the government and the Province, not only financially but for the long term existence of the Trust, we must provide value and make it clear how the Trust enhances the overall community. We must develop a vision and then sell it to our own communities and to the province.

DEFINITION FROM THE WEB:

[HTTP://TOPNONPROFITS.COM/EXAMPLES/MISSION-STATEMENTS/](http://topnonprofits.com/examples/mission-statements/)

Vision Statement: (Desired End-State) A one-sentence statement describing the clear and inspirational long-term desired change resulting from an organization or program's work.

The following vision statements were selected from the [top 100 nonprofits](#) (based on a series of web, social, and financial metrics).

Be sure to check out our [Guide to Creating Vision and Mission](#) Statements for more helpful tips. Details on how this list was compiled can be found by scrolling down to the bottom of the page.

GENERAL FINDINGS

- The best visions are **inspirational, clear, memorable, and concise**.
- Avg length for the full 30 organizations listed here is **only 14.56 words** (excluding brand references)
- Avg length for the first 15 organizations is only **10.5 words** (excluding brand references).
- The shortest contains only three words (Human Rights Campaign)
- The longest contains 31 words (Amnesty International)

Backgrounder, from Tony Law:

A vision statement, a mission statement and goals are the high level components of a strategic approach to conducting business. (Flowing from these, objectives, strategies and actions provide more precise descriptions of how goals will be reached in pursuit of the mission to achieve the vision).

- A *vision* statement articulates aspirations for future conditions.
- A *mission* statement summarizes what an organizational will do and why and how.
- Goals specify desired outcomes.

While a mission and goals give solid direction for an organization's activities, a vision statement has value for inspiring those within the organization and for communicating a clear, simple message about its purpose outside the organization.

A vision statement is usually short and concise. It can be one short phrase or composed of several sentences.

The Islands Trust has a very clear mission statement in its legislated object:

What: to preserve and protect the Trust Area and its unique amenities and environment;

Why: for the benefit of the residents of the Trust Area and of British Columbia generally;

How: in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.

The Islands Trust has very clear goals imbedded throughout it's Policy Statement:

- *To foster preservation and protection of the Trust Area's ecosystems ("ecosystem preservation and protection")*
- *To ensure that human activity and the scale rate and type of development in the Trust Area are compatible with the maintenance of the integrity of Trust Area ecosystems ("stewardship of resources")*
- *To sustain island character and healthy communities ("sustainable communities")*

The Islands Trust does not have an explicit vision statement. It does have an implicit vision in that the Policy Statement says: *The purpose of the Policy Statement is to establish a vision for the future of the Islands Trust Area that reflects the values of residents of the Trust Area and of the Province generally.* Thus the Policy Statement in its entirety can be considered the Islands Trust's vision. However a statement of this size does not readily provide the inspiration nor the ready communication of purpose that can be conveyed by a vision statement.

TL's Examples of Vision Statements:

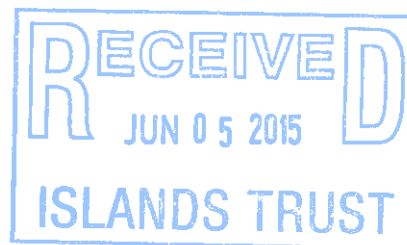
Lake District National Park Partnership: *"The Lake District National Park will be an inspirational example of sustainable development in action. A place where its prosperous economy, world class visitor experiences and vibrant communities come together to sustain the spectacular landscape, its wildlife and cultural heritage.*

Tofino, BC: *Situated on the rugged west coast where a dynamic relationship exists between people and nature, Tofino promotes a healthy civic environment that fosters a creative, socially and economically diverse, and resilient community of varied ages."*

A note from Linda Adams: I agree that a vision statement can be useful – Trust Council has, in past terms, attempted to develop one, and eventually concluded that it was a difficult exercise, likely requiring more consultation with the public and more expertise than we had in-house. I expect the Exec Committee will be discussing the topic of Strategic Planning at its upcoming meeting, so you could convey your thoughts to them, if you wish. By the way, I have found the San Juan County vision to be quite compelling, and resonates with ideas I have heard from islanders over the years – not sure if you've seen it – it is here: http://www.co.san-juan.wa.us/Conversation/docs/ConversationDocs/Community_Vision.pdf . As we expect to have San Juan County reps at the June Council meeting, perhaps we could ask them about the process they used to develop this vision.



May 4, 2015



Islands Trust Council
200 1627 Fort Street
Victoria, BC V8R 1H8

Attn: Peter Luckham, Islands Trust Council

Dear Mr. Luckham,

Re: Submission of Comments during the January 22 to March 23, 2015 Public Comment Period for the Proposed Woodfibre Liquefied Natural Gas Project near Squamish, British Columbia

Thank you for taking time to submit your comments, questions and concerns to the BC Environmental Assessment Office (EAO) during the recent Public Comment Period for the proposed Woodfibre LNG Project (the Project). Woodfibre LNG Limited greatly appreciates your feedback. All comments received will be considered in the Project design and development of mitigation strategies to prevent or minimize potential Project impacts, should the Project receive an Environmental Assessment Certificate (EAC).

Further to your participation in the EAO-led Working Group and your public comment submission to the EAO on March 23, 2015, we understand that Islands Trust Council is primarily interested in the following aspects of the Project:

- LNG carrier mitigation measures, traffic and safety for Howe Sound marine users;
- Possible shoreline erosion;
- Impacts to tourism; and,
- Low probability and high consequences events.

Below are the questions Islands Trust Council included in their letter to the EAO along with the responses on how Woodfibre LNG Limited has or will address them. Please note that some of the concerns and questions from the letter have been paraphrased, and/or framed as questions, and numbered.

LNG carrier mitigation measures, traffic and safety for Howe Sound marine users

- 1. Islands Trust Council Comment:** “We understand that Woodfibre will provide its submission to the TERMPOL Review committee in late August and the Review Committee is unlikely to release recommendations before December 2015, while the EAO public comment period closes today, March 23, 2015. This creates a situation where our communities, and indeed the EAO, are hindered in their ability to comment knowledgeably on the marine shipping impacts of the Project and the social acceptability of future mitigation measures.”

Woodfibre LNG Limited Response: Woodfibre LNG Limited will complete a voluntary TERMPOL review for the Project, which is a separate process from the environmental assessment process. The TERMPOL review will include a comprehensive risk assessment to ensure safety of vessel transits from terminal to open ocean; the development of recommendations to improve safety and minimize risk; and the development of detailed safety procedures and emergency response plans.

Woodfibre LNG Limited anticipates that the TERMPOL review process will be completed in summer 2015. Woodfibre LNG Limited has committed to implementing all recommendations from the TERMPOL review process.

Woodfibre LNG Limited has also committed to further consultation with recreation stakeholder groups in Howe Sound to identify concerns and, where practical, additional mitigation measures to reduce effects.

- 2. Islands Trust Council Question:** “Will the EAO have sufficient information about vessel traffic risk without the benefit of the documents that will be submitted to TERMPOL Review Committee?”

Woodfibre LNG Limited Response: Woodfibre LNG Limited may identify further mitigation measures to avoid or reduce vessel collision effects during the TERMPOL review being conducted concurrently with the environmental assessment process. Woodfibre LNG Limited has committed to implementing all recommendations from the TERMPOL review process; consequently, any additional recommendations will be addressed as stipulated by the TERMPOL Review Committee.

Liquefied natural gas (LNG) has been shipped safely around the world for more than 50 years. There has never been a recorded incident involving a loss of containment of an LNG carrier at sea. LNG carriers are among the most modern and sophisticated ships in operation. These ships have robust containment systems, double-hull protection and are heavily regulated by international and federal standards.

Siting of the Woodfibre LNG facility complies in every way with the Society of International Gas Tanker & Terminal Operators Ltd's (SIGTTO) guidance as the location of the site is not within a narrow waterway as defined by SIGTTO and TERMPOL.

Woodfibre LNG will develop a Squamish Harbour Vessel Traffic Plan to identify strategies to minimize displacement of marine-based recreational activities. As a component of the Squamish Harbour Vessel Traffic Plan, Woodfibre LNG will also work with stakeholders to minimize displacement of recreation activity by Project-associated ferry and water taxi traffic that travels to and from the Project site.

Possible shoreline erosion

3. **Islands Trust Council Comment:** "Concerns about possible shoreline erosion, damage to docks and danger for people in small recreation vehicles, such as canoes, from vessel wakes from LNG vessels and tugboats – our community still remember the damage done by the BC fast ferries."

Woodfibre LNG Limited Response: The LNG carriers and escort tugboats will be travelling between 8 to 10 knots in Howe Sound. As part of the Application, a Vessel Wake Assessment was carried out by Moffatt & Nichol. Moffatt & Nichol is a leading global infrastructure advisor with a BC presence specializing in the planning and design of facilities that shape coastlines, harbours and rivers, as well as an innovator in the planning for transportation complexities associated with the movement of freight.

The Vessel Wake Assessment estimated that the wake generated by the carriers in normal conditions would be less than 10 centimetres at 50 metres away from the LNG carrier, which is less than the wind-generated waves typically encountered in Howe Sound. In addition, it identified that any wake generated by an LNG carrier along the shipping route would diminish in size the further it traveled away from an LNG carrier, and would be unnoticeable at the shoreline, given the natural occurrence of typical wind-generated waves in Howe Sound. For more information on the Vessel Wake Assessment, please see **Appendix 7.3-2** of the Application.

Indirect wake effects from shipping activities were considered in the Application (**Section 7.3.3.2.1 Potential Interactions**) and, based on the analysis by Moffatt & Nichol, the potential wake effects were determined to be negligible (i.e., they would not have a measurable change).

Additional information on the vessel wake was provided to the EAO on April 23, 2015. This report confirmed that it is not envisaged that wake waves would heighten exposure of the public, contribute or shoreline erosion, or have any appreciable effect on existing infrastructure within Howe Sound. The supplemental report included a comparison to PacifiCat ferry vessels because PacifiCat vessels were reported to have contributed to significant wake wash on shores and damage to waterfront wharves and coastal property near the PacifiCat terminals. The PacifiCat vessels travelled significantly faster (32 knots) than Woodfibre LNG carriers (10 knots) and associated vessels (up to 12 knots). The PacifiCat wave periods were also significantly longer (9.2 seconds) than when compared to Project-related vessels (up to 3.2 seconds). Therefore the wave length and heights were also larger for PacifiCat vessels. Because the PacifiCat vessels produced waves with and longer wave period and lengths, the dissipation of the wave height with distance is much less than other vessels considered (e.g., LNG Carriers, tugs).

Impacts to tourism industry

Islands Trust Council indicated concerns about a lack of information on the impact of the presence of LNG carriers in the Howe Sound on the newly emerging Howe Sound tourism brand. This brand relies on the majestic, wild beauty of the region.

4. Islands Trust Council Question: “Will future eco-tourism jobs be compromised?”

Woodfibre LNG Limited Response: Woodfibre LNG Limited is of the view that tourism and industry can work together to create responsible economic development in Squamish. BC Ferries and Squamish Terminals have shown how industry can successfully coexist with local tourism and recreation, and Woodfibre LNG Limited is working hard to follow that example.

An assessment of the potential effects of the Project on tourism is included in **Section 6.2 Labour Market** and **Section 6.3 Sustainable Economy** of the Application. The Application concluded that there were no Project-related significant adverse residual effects to the economy. The Application also assesses the potential effects of the Project to outdoor recreation in **Section 7.4 Land and Resource Use**. With the proposed mitigation, it is not likely that there will be significant residual effects to outdoor recreation.

Woodfibre LNG Limited has committed to further consultation with recreation stakeholder groups in Howe Sound to identify concerns and, where practical, additional mitigation measures to reduce effects.

The Project's visual effects are expected to be minor given their scale and the historical and current level of human-related disturbance within the regional assessment area. For example, Woodfibre LNG Limited is designing the facility to reduce the size of the disturbed area and to blend it into the environment as much as possible.

Mitigation measures have been developed to avoid, minimize, restore onsite or offset the potential adverse effects of the Project. Mitigation measures would be implemented to reduce the visibility of the facility, for example:

- Reducing the level of contrast of buildings by using external surface finishing that has low glare and natural colours;
- Monitoring and maintaining natural screening to ensure minimal visibility of infrastructure; and,
- Providing additional screening of land-based infrastructure through temporary or permanent plantings where possible and safe to do so.

In addition, Woodfibre LNG Limited has assessed the feasibility of adding green roofs at the facility and will continue to further engage with all stakeholders, including local tourism businesses. For more information, please see **Section 7.5 Visual Quality** of the Application, which includes an assessment of the potential effects of the Project on the local viewscape, including from the Sea-to-Sky Gondola.

Consequences of possible vapour cloud explosion

Islands Trust Council indicated concerns about a lack of information about consequences of low probability/high consequence events such as a vapour cloud explosion or an oil spill following a serious tanker accident.

- 5. Islands Trust Council Question.** "Can you provide more information on low probability/high consequence events?"

Woodfibre LNG Limited Response. At Woodfibre LNG Limited, safety is the number one priority. The Woodfibre LNG Project will be designed for the safe and efficient handling of liquefied natural gas, both on land and on water. This includes standards set out in the *BC Oil and Gas Activities Act* and the associated Liquefied Natural Gas Facility Regulation, national and BC building codes, as well as national and international standards, guidelines and codes of practice where there are no applicable codes for BC.

During operation, major accidents at LNG facilities are very rare. LNG is not explosive in an unconfined environment. Two fire/vapour cloud explosions at LNG facilities are known to have occurred in the past 60 years. A vapour cloud and fire in Ohio occurred in 1944 because of leaks from an LNG tank constructed from inappropriate material, and in 2004 an explosion occurred in Algeria because of a steam boiler problem (boilers are not part of the Project design). Standards for modern LNG facilities have benefited from the lessons learned from these accidents, and include design requirements that avoid these accidents.

In terms of marine transport, LNG has been shipped safely around the world for more than 50 years. LNG carriers are among the most modern and sophisticated ships in operation. These ships have robust containment systems, double-hull protection and are heavily regulated by international and federal standards. Lloyd's Register Consulting completed an analysis of historical data showing that although eight LNG carrier collisions were reported from 1971 to 2011, not a single collision released LNG.

Section 11.0 Accidents and Malfunctions of the Application assessed the consequence and frequency of effects resulting from credible worst-case scenarios for the Project. The assessment in **Section 11.0** of the Application included the potential for spills from marine vessels and spills of hazardous materials. It showed that potential risks to the public were within the tolerable risk criteria regulated by the BC Oil and Gas Commission (OGC). The OGC will include a review of the quantitative risk assessment for this project in the permit application review to confirm that the study and results meet the regulated requirements. Additional information on accidents and malfunctions was provided to the EAO on April 29, 2015¹.

The voluntary TERMPOL review for the Project, which is a separate process from the environmental assessment process, will include a comprehensive risk assessment to ensure safety of vessel transits from terminal to open ocean; the development of recommendations to improve safety and minimize risk; and, the development of detailed safety procedures and emergency response plans.

¹http://a100.gov.bc.ca/appsdata/epic/documents/p408/1430425733137_F2TXVCmThvzZLR94GQdPplMDYKp5tyMSpTv84IrINCYN5Sx2Lvqv/-91937584!1430414990291.pdf

Woodfibre LNG Limited anticipates that the TERMPOL review process will be completed in summer 2015. Woodfibre LNG Limited has committed to implementing all recommendations from the TERMPOL review process.

Please also refer to the Public Safety information sheet attached and found on the EAO's website under Woodfibre LNG Limited.

Once you have had a chance to review our responses, we would like the opportunity to further engage with Islands Trust Council to better understand how we can work together to address these concerns and respond to future questions that may arise. We look forward to future opportunities to meet with you directly and facilitate ongoing discussions through the Project's planning, development and operational phases.

Sincerely,

Woodfibre LNG Limited

A handwritten signature in black ink, appearing to read 'J. French', with a stylized, flowing script.

John French
Community Relations Manager
604.620.7883

cc: Mike Shepard, Project Assessment Manager, BC Environmental Assessment Office
Attachment: Public Safety information sheet



Public Safety

DID YOU KNOW?

During operation, major accidents at LNG facilities are classified as major explosions or major fires. Environment Canada states that "explosions at LNG facilities are known to have occurred in the past 600 years. Explosions and fires in the past 100 years have been caused by leaks from an LNG tank constructed from a proprietary material. In 2004, an explosion occurred in Algeria because of a steam boiler problem (boilers are not part of the Project design). Standards for modern LNG facilities have benefited from the lessons learned from these accidents, and include design requirements that avert these accidents."

DID YOU KNOW?

Natural gas in liquid form cannot burn or explode. This is because LNG does not contain oxygen, which is required for either of those reactions to occur. If LNG were to come in contact with the air, it would start to return to a gas. Since natural gas is less dense than air, it would evaporate into the atmosphere.

LNG does not persist in the environment. It is odourless, colourless, non-corrosive, and leaves no residue.

Woodfibre LNG Limited is of the view that safety is the number one priority, and that the Project will be developed in a manner that ensures the safe, shared use of Howe Sound.

Section 11.0 Accidents and Malfunctions of the Environmental Assessment Application assesses the effects of potential accidents and malfunctions resulting from the construction and operational phases of the Woodfibre LNG Project. The assessment is based on the Preliminary Quantitative Risk Assessment (QRA) conducted by Lloyd's Register Consulting, located in Appendix 11-1 of the Application. The Preliminary QRA analyses the frequency and consequences of credible worse case scenarios, then provides additional recommendations and mitigation measures to be adopted within the design.

Woodfibre LNG Limited engaged Abbott Risk Consultants out of the United Kingdom to act as their independent expert reviewer to confirm and validate the assumptions in the Preliminary QRA model.

It is worth noting that the Preliminary QRA is the first step in assessing associated Project risk. A further detailed QRA and additional site specific safety studies will be undertaken as detailed design progresses to further identify potential hazards, assign mitigating measures, and to ensure any risk are as low as practically possible.

Thirteen accident and malfunction events were considered in the Application, and an additional six events of particular concern were addressed in a **Supplemental Report on Accidents and Malfunctions** at the request of the Environmental Assessment Office.

Events assessed included those resulting from:

- spills of hazardous materials
- failure of containment structures
- motor vehicle collisions
- marine vessel groundings, collisions or collisions
- inappropriate operation of machinery or equipment
- loss of containment of LNG
- unplanned facility shutdowns
- explosion or fire

With the implementation of effective Project design, management and contingency measures, none of the events were found to be categorized in the high or very high risk rating as defined within the Application. Furthermore, risks to the public were within the tolerable well below acceptable level of risk criteria regulated by the BC Oil and Gas Commission (OGC). The OGC will include a review of the QRA in the permit application review to confirm that the study and results meet the regulated requirements.

PUBLIC RISK

Of all the accident and malfunction events considered, only four have the potential to interact with members of the public. The effects of the remaining events are contained inside the proposed facility boundary, which is inaccessible to the public. The four events that pose potential risk to the public include:

1. LNG release and flammable ignition from a potential loading arm failure.
2. LNG release and flammable ignition from a potential rupture of the floating LNG storage and offloading unit
3. A potential collision and loss of LNG containment between an LNG carrier and a passenger ferry
4. A potential collision and loss of LNG containment between an LNG carrier and a marine recreational vessel

DID YOU KNOW?

Both Woodfibre LNG Limited and the LNG carriers will carry insurance, including coverage for any potential spills or discharge of pollutants, both marine and on land. Woodfibre LNG Limited will ensure that LNG carriers destined for the Woodfibre LNG terminal will hold a valid contractual arrangement with the Western Canada Marine Response Corporation, under the Canada Shipping Act 2001 Part I – Pollution Prevention and Response.

For each event, a credible worst-case scenario was determined and assessed for potential effects to the public. By definition, a credible worst-case scenario is one where the likelihood of occurrence is low, but not out of the realm of possibility and severity of impact is high. For each of the four events listed above, the potential effects to the public resulting from a credible worst-case scenario are severe or lethal injury. However, the likelihood of occurrence is so rare that the overall risk to public safety in each event is extremely low.

LNG release and flammable ignition from a potential loading arm failure

Once the Woodfibre LNG facility becomes operational, LNG will be transferred to LNG carriers via loading arms on the Floating Storage and Offloading (FSO) unit. A potential full loading arm rupture during offloading operations and release of LNG to Howe Sound could result in a subsequent pool or flash fire, provided the LNG vapour is within the flammable range and an ignition source is present. This would represent the credible worst-case scenario with potential affects to public safety.

Results from the Preliminary QRA show that the effects of this scenario have the potential to extend approximately 410m past the Project boundary. If a member of the public was present within this potential zone during this particular event the risk would be a fatality; however, the probability of this event occurring is one in every 1.75 million years. Given the low likelihood of the scenario and the Project site being located more than 5km from any residential development, public risk associated with a loading arm failure is considered to be very low.

LNG release and flammable ignition from a potential rupture of the floating LNG storage and offloading unit

Before being transferred to LNG carriers, LNG will be stored on a permanently moored floating storage and offloading unit. A marine accident involving a large vessel and the floating storage and offloading unit has the potential to result in a loss of containment and LNG release to Howe Sound. Passing recreational and fishing vessels are too small to generate sufficient energy in the event of a collision to breach the robust double hull and LNG containment of the floating storage and offloading unit.

Additionally, LNG carriers are very unlikely to collide with the floating storage and offloading unit since they will be piloted by two BC Coastal Pilots and assisted by at least three tugboats when being slowly manoeuvred against the floating storage and offloading unit during mooring. Furthermore, a dedicated fendering system will be installed on the outer hull of the floating storage and offloading unit as an additional protection mechanism.

The upland portion of the Project area will be fenced, and a control zone will be established around the marine portion of the Project area. The objective of the marine control zone is to protect public safety. Other passing tankers or larger commercial vessels will avoid the Project's marine control zone, which exceeds the minimum clearance required between a passing vessel and moored vessel. Although a release from the floating storage and offloading unit could result in an injury or fatality to members of the public outside the facility boundaries, an LNG release to sea is expected to be unlikely and extremely low.

A potential collision and loss of LNG containment between an LNG carrier and a passenger ferry

There have not been any historical events where a ship-to-ship collision with an LNG carrier has resulted in loss of containment. Historical data shows that although eight LNG carrier collisions were reported between 1971 and 2011, not a single one resulted in a release of LNG.

A release of LNG from an LNG carrier collision would only occur under a very specific set of circumstances. These circumstances require the colliding vessel to be at least 50,000 deadweight tonnes, travelling at a minimum of 12 knots, and the strike must occur at a 90-degree angle to the LNG Carrier in order to generate sufficient energy to penetrate the LNG carrier's double-hull and robust LNG containment system. The same set of specific circumstances is applicable for a potential rupture to occur within the floating storage and offloading unit.

DID YOU KNOW?

The LNG carriers employed for the Project will be double-hulled ships specifically designed to handle liquefied natural gas at its -162°C temperature, with state-of-the-art safety and security technology. LNG is not compressed but is always transported at atmospheric pressure.

Only outgoing carriers contain LNG. Consequently, a collision between two vessels carrying LNG will not occur in the marine corridor for the Project.

DID YOU KNOW?

The Woodfibre LNG Project facility will be self-sufficient in terms of fire prevention and emergency response at the facility. The facility would have several elements of protection, including spill detection along with backup and emergency shutdown systems.

DID YOU KNOW?

From 1964 to the end of 2012, close to 70,000 loaded cargos of LNG were shipped around the world without a major incident both at port and at sea (International Group of Liquefied Natural Gas Importers, 2012). This means over 140,000 return journeys without a significant incident.

The largest vessel in the BC ferry fleet is not of sufficient size and would not be travelling at a speed required to breach the LNG carrier's double hull. The largest ferry transiting in Howe Sound is 12,600 deadweight tonnes and travels on a parallel path to the LNG carrier route (i.e., no potential for a collision at 90°). This, combined with the fact that there has never been a release of LNG from a collision, suggests that the risk to public safety from a collision between a LNG carrier and passenger ferry is very low.

Although the conditions and existing vessel sizes transiting Howe Sound do not meet the requirements for a loss of containment, the effects associated with this scenario were considered. The potential effects to public safety depend on several factors. These factors include the amount of LNG released, whether and when the LNG ignites, and the proximity of ferry passengers to the release point. The released LNG would pool within the hull of the vessel and on the water surface, where it would spread and boil off, forming a vapour cloud that would disperse into the atmosphere. The vapour cloud would consist mostly of methane and since methane gas is lighter than air, it would disperse quickly to the upper atmosphere.

A zone of freezing and potential asphyxiation would extend approximately 120 m from the LNG carrier and to a height of 3 to 5 m above the seawater surface, which is not high enough to affect ferry passengers. The surface of the sea would rapidly cool, and if there were other vessels nearby, depending on the height of the vessel impacted, humans aboard vessels in the freezing zone could experience cryogenic burns and frostbite if LNG contacts their skin. The freezing zone is only applicable to the area above the water surface, with no effects experienced beneath the surface of the water.

LNG is only flammable in a very specific vapour range and requires an ignition source to combust and start a fire. In the event of a spill due to a collision, the friction and energy of the impact would most likely result in an immediate ignition of the vapour cloud. An immediate ignition limits the dispersion of an LNG vapour cloud and associated fire to the area immediately around the LNG carrier breach. Ignition of the LNG would cause a flash fire that would burn back to the source of the spill and then burn in a pool fire until the leak has stopped. The most significant impacts to public safety and property exist within 250m of such a spill.

In the less likely event that following a collision there is a delay in the ignition of the vapor cloud, a zone of impact larger than 250m could be created as the vapor cloud has more time to travel away from the immediate area around the LNG carrier breach. The results of the Quantitative Risk Assessment indicate that this extremely unlikely scenario could result in a vapour cloud that is still within its flammable range extending 408m from the LNG carrier breach.



A potential collision and loss of LNG containment between an LNG carrier and a recreational vessel

The risk of a collision between an LNG carrier and a marine recreational vessel is very low as recreational vessel operators are expected to avoid being in close proximity to LNG carriers, and are required to adhere to current collision regulations that include a responsibility for vessel operators to avoid accidents, not impede the passage of large craft, and keep proper lookout to prevent accidents. In addition, LNG carriers are unlikely to collide with another vessel since they will be piloted by two BC Coastal Pilots and assisted by a minimum of three tugboats. Two tugboats will be positioned to the rear of the LNG carrier at either side and one tugboat will run lead (up to 500m in front) creating a dynamic safety zone around the LNG carrier.

LNG carriers will be traveling within designated shipping lanes; however, their size limits their capacity to change course in response to the presence of a recreational or commercial vessel in their path. A recreational vessel that is struck by a LNG carrier could experience several outcomes, including a change of course, capsizing and fragmentation of the recreational vessel from contact with the carrier. A collision between an LNG carrier and recreational vessel would not result in a breach of the carrier's hull and consequently would not result in a loss of containment since recreational vessels are not of sufficient size to generate the force required to rupture the double-hull of an LNG carrier.

Mitigation measures

Woodfibre LNG Limited will implement several measures to minimize the likelihood of events that could negatively affect the public and to maximize the effectiveness of contingency measures in the unlikely circumstance that such an event occurs. Some of these mitigation measures include:

Use of Modern LNG Carriers: Woodfibre LNG Limited will require the use of modern LNG carriers that have design measures compliant with international regulations. These LNG carriers use double-hull and double-bottom configurations, forward collision bulkheads, double-wall bunker oil tanks, independent LNG cargo areas, LNG tanks separated from the engine room, and water sprayers on the decks and sides of the carrier to help control fires.

Compliance with Canadian and International Regulations: LNG carriers and other vessels associated with the Project will be required to comply with the Canada Shipping Act and associated regulations, the Pilotage Act and associated Pacific Pilotage Regulations for non-pleasure craft vessels over 350 gross tonnes transiting BC, as well as the International Code for the Construction and Equipment of Ships Carrying Liquefied Gases in Bulk.

Use of Tugs and Experienced BC Coast Pilots: All LNG carriers will use a minimum of three tugboats to assist LNG carriers and carriers will be boarded and guided by two experienced, licensed marine pilots who are intimately familiar with the local coastal conditions, navigational hazards, weather patterns, and maritime regulations governing shipping in BC.

Adherence to Designated Speed and Shipping Lanes: LNG carriers will be required to follow designated shipping routes. LNG carriers and other vessels will be required to reduce speeds to a maximum of 10 knots between the south end of Passage Island (entrance to Howe Sound) and the Project site. Upon reaching the immediate vicinity of the Project site, speed will be reduced to 6 knots.

Implementation of Emergency Response Plan: The Woodfibre LNG Project will include contingency measures in its Emergency Response Plan that consist of closing valves and securing hazardous material or LNG in its containment vessel to eliminate the source of the release.

From: Megan Walker [<mailto:thymewalker@gmail.com>]
Sent: Sunday, June 07, 2015 11:56 AM
To: Jas Chonk
Subject: Request for Correspondence to be Considered by the Islands Trust Council

Dear Council Members,

A quick note to encourage the Islands Trust Council to advocate for the province to develop a Deer Management Plan for the islands.

Per this article, <http://news.ubc.ca/2015/05/27/gulf-islands-plant-evolves-to-protect-itself-from-deer/>, I believe it is an important aspect of preserving and protecting the islands ecosystems.

Thanks,

Megan Walker
435 Hemlock Ave.
Gabriola, BC
250 661 5608

From: David & Laura <davidandlaura@lambertlake.ca>

Date: June 16, 2015 at 10:33:18 AM PDT

To: Susan Morrison <smorrison@islandstrust.bc.ca>, Timothy Peterson <tpeterson@islandstrust.bc.ca>

Subject: Letter re. TRC & Renaming for Reconciliation

Please find below a copy of our presentation at the Monday Lasqueti LTC:

Verbal Statement to Islands Trust LTC

Presented at the 2015-06-15 Lasqueti (Xwe'etay) Island Trust LTC Meeting

Trustees and members of the community,

We would like to recommend that the LTC trustees and members of the community take some time to review the recently released Truth and Reconciliation report, “Honouring the Truth, Reconciling for the Future—Summary of the Final Report of the Truth and Reconciliation Commission of Canada”, and the “Truth and Reconciliation Commission of Canada: Calls to Action”, the latter of which contains 94 specific recommendations, including some specific to provincial, territorial and municipal governments.

While this report is a very difficult document to read, it is also very much worth reading. The report forces the reader to come to terms with the magnitude of the horrors committed against the First Nations’ peoples, and the degree to which their lives, land, culture, heritage and rights have been systematically and deliberately stolen and violated. This document also helps us, as settlers to North America, realize our privilege that arises from living on stolen land, and benefiting from the wealth extracted from stolen land. We may not have personally committed cultural genocide, but we all benefit from it, even today. This truth is why reconciliation is so deeply needed for all Canadians, in order for this ugly wound in the Canadian national fabric to finally start to mend.

One of the suggestions, based on the United Nations Declaration of the Rights of Indigenous Peoples, includes recognizing that “Indigenous peoples have the right to revitalize, use, develop and transmit to future generations their histories, languages, oral traditions, philosophies, writing systems and literatures, and to designate and retain their own names for communities, places and persons.” (pp 201).

In many ways, the very map of Canada reflects this cultural genocide, as original place names have been erased, replaced by colonial names that act as hurtful reminders, each and every day. As one commentator said, “The renaming of prominent geographical features has the potential to acknowledge Indigenous history, celebrate Aboriginal resilience and help turn the page on Canada’s dark colonial past.” In the last few days, this has become known as the “Renaming for Reconciliation” movement.

With respect to this, we would like to suggest that the LTC trustees reach out and engage with their contacts with the Coast Salish First Nations to learn what their thoughts are with respect to place names, and to explore whether this can be part of the reconciliation process.

We must to keep in mind that this is not something that we (the settlers) should be making arbitrary decisions about, after all, that is what got us into this mess in the first place. Rather, we need to listen, respect, and support the decisions and recommendations of the First Nations.

Thank you,

David & Laura Slik

From: Laura Busheikin
Sent: Monday, June 22, 2015 7:00 AM
To: Laura Busheikin
Subject: sharing info on alternative dispute resolution

Hi,

I want to start out by saying, "Have a great Trust Council!" Although I am happily on holiday (writing this on a plane from Amsterdam to Prague), I still feel a bit sad to miss seeing everyone and working together, and I'm sending best wishes for a constructive three days.

As you head into a busy Trust Council, I'm offering a brief backgrounder on the alternative dispute resolution (ADR) item that is now part of our draft Strategic Plan. Since I won't be attending Trust Council to answer questions or engage in discussion, this is my way to share a summary of what I've learned. It isn't required reading, but is here for those who want it. I'm sending this to all Trustees and some staff by blind cc so as not to open this up for group discussion.

ADR and the Strategic Plan

A number of Trust area OCPs contain specific wording supporting alternative dispute resolution (ADR), and one Island has "explore options for ADR" on its Projects List. Placing the topic on the Strategic Plan supports further exploration into the feasibility and possible implementation of an ADR initiative. This might take the form of promoting ADR as an alternative to lodging a bylaw infraction report (prior to a complaint being lodged), and/or its use as part of an active bylaw enforcement case (after a complaint has been filed).

Activities related to an ADR Strategic Plan item might include research and a resulting staff report, liaison with organizations offering ADR in our communities, a communications project to educate communities about ADR options, launching a pilot ADR project on one or several Islands, or other actions that will become apparent as further research is done.

The Idea:

Alternative dispute resolution (ADR) is established in many BC communities as a means of addressing conflicts through facilitated group dialogue that involves community members. Probably the best-known, although not the only, ADR approach is restorative justice, which is used as an alternative to the court system.

My interest in ADR for the Islands Trust was sparked when I learned that the Comox Valley Community Justice Centre, a non-profit organization, has been facilitating ADR for the municipalities of Comox, Cumberland and Courtenay, and the Comox Valley Regional District for several years. This provides an alternative to the typical bylaw enforcement process for cases that are deemed appropriate for this approach, and where both parties agree to the process. Thus far it has been successful in approximately 80% of cases.

The Comox Valley Community Justice Centre (CJC) is willing to work with the Islands Trust to shape a Trust-specific ADR service that they could provide to local Trust areas (Hornby and Denman), much as they provide this service to Comox Valley municipal and regional governments. The CJC coordinates, manages and funds the process; the nature of involvement by Trust staff and/or Trustees would need to be determined. Other local Trust areas could work with similar community justice organizations in their regions.

What does a typical ADR process look like?

This process involves a carefully prepared and moderated meeting attended by the "complainant" (the injured party -- this might be the person who lodged the complaint, but could instead or also be a Trust representative) and the "respondent" (perpetrator) along with their support people, trained CJC volunteers, and at least one other volunteer chosen to represent the interests of the community. By the end of this meeting, if all goes well, which it usually does, all parties have reached a mutually-satisfactory agreement which generally includes acts of restitution and apology. The CJC follows up to ensure that agreements are adhered to.

Note that this community justice ADR model does NOT involve adjudication or arbitration, which are different tools.

Why is ADR a worthwhile adjunct to typical enforcement approaches?

ADR is cheaper to administer; it encourages long-term voluntary compliance; it supports improved relationships; it models and teaches peaceful, dialogue-based approaches to resolving conflict; it involves community members and thus strengthens community cohesion; it respects and even enhances human dignity and responsibility. Participants often report that the experience is healing and/or educational.

I believe that promoting ADR in our communities can encourage a deeper understanding of our bylaws, and also build support for the Islands Trust as a progressive organization. If we consider our self-sufficient, caring communities as one of the "amenities" that we preserve and protect, this is a way to offer a bylaw compliance option that enhances community relationships and builds community capacity.

Next Steps

The info above is based on preliminary research by myself and Bylaw Enforcement Manager Miles Drew (phone calls and an in-person meeting with Bruce Curtis, Director of the Comox Valley Community Justice Centre). There are still plenty of unanswered questions. One of the main questions is how to avoid the suggestion that our bylaws are negotiable. Another question is about how many cases would be appropriate for an ADR approach. Further research could offer answers to these and other questions. Having this topic appear on the Strategic Plan signifies an intent to carry out this research and consider where it leads us.

Thanks everyone,
Laura

From: Peter Luckham [mailto:pluckham@islandstrust.bc.ca]
Sent: Saturday, June 20, 2015 2:54 PM
Subject: UN Biosphere Reserve for the Salish Sea

Trustees,

I know that you have a lot to read and absorb prior to council and I apologize for sending you even more reading, please consider this optional reading.

As some of you know I have become interested in a exploring the potential of UNESCO Biosphere Reserve nomination for the Salish Sea.

As a result The Thetis Island Local Trust committee has recommended that :

"Explore opportunities and benefits of working with Unesco, the Trust fund board and other interested agencies in seeking a nomination for the Islands Trust area to be recognized as a UN Biosphere"

be added to the strategic plan.

I have also introduced this idea at council committee meetings.

I was introduced to UN Biospheres a year ago and attended an information session in Victoria regarding an upcoming nomination in Alberta called The Beaver Hills Initiative.

In my research I found the following interesting events:

At Trust Council in June 1991 Trustees discussed a proposal from MP Lynn Hunter for Sannich and the Gulf Islands that was proposing a Biosphere Reserve.

In 2011 Trustee David Greer also brought the idea of a Biosphere reserve to council that encompassed the Salish Sea.

It was this most recent activity that caused me to reach out to David Greer to ask him about what he thought today about a Biosphere Reserve that might encompass the Island Trust Area.

To my pleasure David has picked up the glove so to speak and crafted the report attached to this email.

The report I think speaks for it's self, David's in depth work is excellent.

The report presents a clear over view of not only what a Biosphere Reserve is and could be for the Trust Area but summarizes the scope of work for such an ambitious project.

I think this is an exciting conversation that fits in nicely with the questions around the table about who we are and what we are doing.

Sustainability, Economic development, First Nations relations, preservation and protection, balancing Human impacts and environmental protection the parallels are remarkable.

FYI : <http://www.beaverhills.ca/>

PS. I have blind carbon copied you all in order to avoid an electronic conversation that might forward the business of Trust Council.

--

Peter Luckham ConRes.
Island Trust, Trustee, Thetis Island
Chair Trust Council
Islands Trust

A UN Biosphere Reserve for the Islands Trust Area or Salish Sea

Issues to Consider in Assessing Biosphere Reserve Suitability

Prepared by David Greer
June 2015

What is a UN Biosphere Reserve?

Biosphere reserves are areas of terrestrial and coastal ecosystems promoting solutions to reconcile the conservation of biodiversity with its sustainable use.

They are internationally recognized, nominated by national governments and remain under sovereign jurisdiction of the states where they are located. Biosphere reserves serve in some ways as 'living laboratories' for testing out and demonstrating integrated management of land, water and biodiversity. Collectively, biosphere reserves form a world network: the World Network of Biosphere Reserves (WNBR). Within this network, exchanges of information, experience and personnel are facilitated.

The Man and the Biosphere Program (MAB) of the United Nations Educational, Scientific and Cultural Organization's (UNESCO) introduced the biosphere reserve concept in the 1970s to describe ecologically important areas proposed by local communities and/or stakeholders and designated by UNESCO to integrate biodiversity conservation and economic development. The term "biosphere" simply refers to that part of the planet – its land, waters and atmosphere – that sustains life

How does a biosphere reserve work?

A biosphere reserve is made up of three interrelated zones: the core area, buffer zone and transition area. Core areas are protected from human disturbance as much as possible (e.g., through park status). Buffer zones are usually adjacent to core areas and have limited resource use. The transition area may support a full range of human uses, including some that may be unsustainable.

Collectively, the core areas and buffer zones of biosphere reserves protect samples of the biodiversity of the world's major biogeographical regions and provide study sites to improve our understanding of the range of biodiversity in the biosphere.

Each biosphere reserve is expected to fulfil three complementary and mutually reinforcing functions:

- Conservation – contributing to the conservation of landscapes, ecosystems, species and genetic variation;
- Development – Encouraging economic and human development that is socio-culturally and ecological sustainable; and
- A logistic function – to provide support for research, monitoring, education and information exchange related to local, national and global issues of conservation and development.

Biosphere reserves fall under national sovereign jurisdiction but share their experience and ideas nationally, regionally and internationally within the World Network of Biosphere Reserves.

What is the legal impact of biosphere reserve designation?

The creation and protection of a biosphere reserve will often not require new laws but can usually be governed by existing laws regarding environmental management and protection. International recognition by UNESCO does not intrude on property rights, aboriginal rights or the roles of existing governmental bodies. Most biosphere reserves in Canada are incorporated as non-profit organizations, some with charitable status, governed by a board or committee that coordinates and plans actions to help ensure the biosphere reserve meets its intended purpose.

Funding typically comes from multiple sources including federal government funding (the Clayoquot Sound Biosphere Reserve received a \$12 million trust from the federal government to help fund biosphere reserve programs and activities). Oversight is provided by the national Man and Biosphere body through periodic reviews, and UN Biosphere Reserve designation may be removed by UNESCO if a biosphere reserve does not continue to meet the required criteria over time.

How many UN Biosphere Reserves are there?

There are currently 631 UN Biosphere Reserves globally, including 290 in Europe and North America, 130 in Asia and the Pacific, 120 in Latin America and the Caribbean, 64 in Africa, and 27 in the Arab states. In the Pacific Northwest, there are two in British Columbia, both on Vancouver Island (Clayoquot Sound Biosphere Reserve and Mount Arrowsmith Biosphere Reserve) and one in Washington (Olympic Biosphere Reserve).

Biosphere reserves typically encompass a relatively large area that includes human communities and as many components of an ecosystem as practicable. The Mount Arrowsmith Biosphere Reserve, for example, includes several peaks, drainage systems such as the Englishman and Little Qualicum rivers, communities such as Parksville and Qualicum Beach, and offshore waters in the Strait of Georgia.

Why would all or part of the Salish Sea be an appropriate candidate for a biosphere reserve nomination?

The Salish Sea is one of the world's largest inland seas and a valuable ecosystem at the heart of one of North America's fastest-growing regions, with a population of close to eight million in the cities of Vancouver, Seattle, Tacoma, Victoria and surrounding areas. The several hundred islands on either side of the international border are the ancestral home of the Coast Salish people, and the sea around them is the territory of the southern resident population of orca whales, recognized as endangered by both the Canadian and American governments. The coastal Douglas-fir biogeoclimatic zone, which includes many of the islands close to the border, is one of only two biogeoclimatic zones in British Columbia that has been designated imperilled, primarily as a result of development pressures.

The special nature of the Canadian islands was recognized in the establishment of the Islands Trust in the 1970s by legislative enactment and later by creation of the Gulf Islands National Park. On the American side, the San Juan County Council and NGOs have increasingly focused on conservation and sustainability issues. The Friends of San Juan recently announced plans to lead a transboundary initiative in Washington state and British Columbia to apply to the International Maritime Organization (IMO) to make the Salish Sea the world's fifteenth Particularly Sensitive Sea Area (PSSA), a designation reserved for areas that need special protection because of significance for recognized ecological, socioeconomic or scientific reasons and because of vulnerability to damage by international shipping activities. The long history of regular meetings between San Juan County Council representatives and Islands Trust Council on matters of common concern augurs well for potential cooperation on a biosphere reserve application, and the Friends of San Juan initiative illustrates the value of sharing ideas that may originate in one area but be as relevant for the other.

On both sides of the border, island economies have in recent years explored ways to preserve the valued island lifestyle and natural attributes while adapting to evolving challenges and opportunities. Official recognition of the name "Salish Sea" by both the Canadian and U.S. governments in 2009 is a tribute not only to the ecological unity and importance of the area but also to the indigenous people whose home this was before it was divided by an international boundary.

Should a biosphere reserve application include only the Islands Trust or the entire Salish Sea?

As a defined jurisdictional entity with a legislative mandate that loosely echoes the purpose of the UN Biosphere Reserve Program, the Islands Trust could take steps to

initiate nomination of the Trust area as a biosphere reserve candidate.

It may be doubtful, however, that the Trust area meets the criteria for designation as a biosphere reserve insofar as, while ecologically important, it represents only a fragment of the larger ecosystem that is the Salish Sea. In essence, an application for Islands Trust biosphere reserve status might be described as giving priority to the convenience of political boundaries over the administrative complexity of ecological boundaries.

An application for biosphere reserve status for the Salish Sea would necessarily be more complex given the number of state and private actors that would need to be included in the consultation process. As well, the cooperation required in the development of sustainability strategies for such a biosphere reserve would be challenging. The long-term rewards, however, could far exceed the initial effort required – ecologically, economically, and in global reputation. In addition, an application for biosphere reserve status for the entire Salish Sea may hold greater opportunities for obtaining foundation funding, discussed further below.

A third option would be a nomination that includes the islands of the Islands Trust area and San Juan County, which might be described as the central core of the Salish Sea. This might be a less complex application process than one covering the entire Salish Sea and its coastlines, requiring close cooperation between the governing bodies of the two organizations; but, like an application for the Trust area, would cover only part of a coherent ecosystem (assuming, of course, that the Salish Sea itself can be described as a coherent ecosystem).

To use the analogy of the Mount Arrowsmith Biosphere Reserve, applying for biosphere reserve status for the islands would be comparable to biosphere reserve status for the mountains in the Mount Arrowsmith Biosphere Reserve without inclusion of the major watersheds of which they are a part. A fourth option might address this to some extent by including all the islands in the Salish Sea, i.e. including those not within the Islands Trust area or San Juan County, as well as the waters of the sea but not its coasts. That might exclude having to take into account the urban areas along Vancouver Island, the B.C. mainland, Puget Sound and the Olympic Peninsula. This may or may not be feasible, but it's certainly one option for consideration.

A final option to be considered would be that of beginning the process of applying for designation of a Salish Sea transboundary biosphere reserve with the option of later narrowing the focus in the event of insurmountable obstacles. A biosphere reserve application for the entire Salish Sea would be undoubtedly ambitious and onerous, yet it's hard to imagine a better candidate, and we are fortunate to live in one of the most progressive regions of the continent.

What precedents exist for island and transboundary biosphere reserves?

In North America, Canada's Georgian Bay Biosphere Reserve, in Lake Huron, contains the largest freshwater archipelago in the world. The Channel Islands Biosphere Reserve in the United States comprises a chain of islands in the Pacific Coast west of Los Angeles that includes Channel Islands National Park.

UNESCO applies a separate designation of Transboundary Biosphere Reserve for reserves that cross national borders. The transboundary biosphere reserve designation is an official recognition at the international level of a political will to co-operate in the conservation and sustainable use, through common management, of a shared ecosystem.

There are 15 transboundary biosphere reserves in Europe, Africa and Latin America but none yet in North America. For example, the Intercontinental Biosphere Reserve of the Mediterranean incorporates the Tingitane peninsula of Morocco and the southern Iberian peninsula of Andalusia, as well as the Strait of Gibraltar, which links the Mediterranean Sea with the Atlantic Ocean. In the Mura-Drava-Danube Transboundary Biosphere Reserve, Croatia and Hungary cooperate in learning about and putting into practice different approaches to floodplain management in a shared ecosystem involving three rivers. Senegal and Mauritania cooperate in the management of the Delta du Fleuve Senegal Transboundary Biosphere Reserve with 350,000 inhabitants, in which a national committee in each country works with a transboundary coordinating committee in charge of policy guidelines for the biosphere reserve comprising the Senegal River delta.

As these examples illustrate, aquatic areas tend to be the most likely candidates for transboundary biosphere reserve status given their shared use by neighbouring countries and the fact that the fish on which those countries depend do not recognize political borders. Nor does the southern resident orca population; nor for that matter do the five species of Pacific salmon that have caused such a headache over the years for the negotiators of the Pacific Salmon Treaty, which attempts to define what rights B.C. and Washington fishers have to fish that migrate across the border.

What are some potential benefits of biosphere reserve designation to communities in the area?

A biosphere reserve in the Salish Sea could become an internationally significant model for sustainability at a time when the world is facing increasing challenges about how to manage finite resources effectively and how to encourage international cooperation in doing so. Approaching the 30-year anniversary of the UN Brundtland Commission's call for sustainable development, the penny is finally dropping: ecological and economic

sustainability need to be front and centre on the global agenda, and we desperately need models for international cooperation in attaining that objective. A transboundary biosphere reserve in the Salish Sea could be just such a model, even within the limited confines of an inland sea ecosystem.

As the first transboundary biosphere reserve in North America, the Salish Sea could be expected to be the focus of considerable attention in Canada and the U.S. The fact that there are no other transboundary biosphere reserves in North America is likely more a result of chance rather than resistance to the notion. Large North American ecosystems (mountains, prairie, most river systems) tend to run on a north-south rather than east-west axis, yet the Salish Sea ecosystem is unique in that it is relatively large but also geographically well defined and in that respect is an ideal candidate ecologically as well as politically, given the relative convergence of political leanings on either side of the border on the west coast.

A transboundary biosphere reserve could also confer benefits in the way island communities divided by an international border address issues of mutual concern, including for example conservation of orca critical habitat and the looming threat of contamination of ocean waters by tanker spills. Transboundary biosphere reserve status could not only afford greater opportunities for problem-solving across borders but also could be expected to enhance the opportunity for island communities to speak with a unified voice on matters of common concern.

Obviously, differences in governance structures and in laws on different sides of the border would need to be taken into account, but transboundary biosphere reserves in other parts of world have demonstrated success in doing just that to mutual advantage. Finally a Salish Sea transboundary biosphere reserve might appropriately acknowledge and honour the traditional territory of the Coast Salish people and their beliefs and practices for sustaining the resources of the sea and its surroundings.

Biosphere reserve status, whether transboundary or only in Canadian waters, could also be expected to enhance the economic potential of the islands in activities such as ecotourism and the marketing of products resulting from “sustainable community” initiatives, however that might be defined. In addition, membership in the World Network of Biosphere Reserves would facilitate access to the experiences of communities in biosphere reserves around the world: a potentially rich source of material for ideas about how to optimize community, economic and ecological sustainability in the Salish Sea.

What is involved in the application process?

Nominations for UN Biosphere Reserves are made to UNESCO by each country’s national Man and the Biosphere (MAB) program. The application process typically takes

several years from start to finish and requires consultation with all affected stakeholders. Above all, it requires a champion – an individual or group with the dedication, diplomacy and tenacity to oversee the groundwork and guide the process through all the necessary steps including, most importantly, obtaining widespread local support.

The nomination form is detailed and requires a wealth of information about the candidate area and how the proponents propose to fulfil the three functions of biosphere reserves: conservation of landscapes, ecosystems, species and genetic variation; economic and human development that is socio-culturally and economically sustainable; and logistic support for demonstration projects, environmental education and training, research and monitoring related to local, regional, national and global issues of conservation and sustainable development. The nomination form also includes a description listing endorsements from governmental agencies and other stakeholders.

The process of applying for biosphere reserve status is lengthy, requires an abundance of detailed preparation and, importantly, requires a demonstration of support from a broad cross-section of stakeholders. This is not to say it has to be universally supported, but the effort must be made to consult with affected groups and communities about the proposal and to obtain relatively widespread support. It is important to recognize from the outset that certain individuals or groups may feel their interests are threatened by biosphere reserve status even though such designation does not technically alter legal rights and obligations. Especially in the U.S., there have been some vocal opponents of existing biosphere reserves who believe that such designation infringes upon their liberty. It is vital to approach such critics with respect and a solid foundation of information to address their concerns in a meaningful manner.

An additional challenge to bear in mind is that designation as a biosphere reserve carries with it an obligation to act to achieve ecological, community and economic sustainability rather than merely paying it lip service. Designation as a biosphere reserve and adherence to its principles can bring enormous rewards but only with continuing commitment. The Mount Arrowsmith Biosphere Reserve recently risked loss of its designation when it failed a periodic review, but there are many other examples of extraordinary success, including Clayoquot.

Who should be involved in the application process?

There are no specific requirements about who initiates an application for biosphere reserve designation. It could be initiated and overseen by a level of government, an NGO or a private consortium of concerned citizens and environmental/commercial interests, though it must ultimately be submitted by a national Man and the Biosphere (MAB) agency – or agencies, in the case of a transboundary application.

More important than who initiates the process are the human resources and financial resources available to transform a good idea into a lasting success.

Successful application for biosphere reserve designation will entail significant costs. The information requirements are onerous, the imperative to secure stakeholder support even more so. Although there may be an important role for volunteers, it is likely that a serious application requires the deployment of skilled professionals for a series of related and overlapping tasks:

- Develop a workable, insightful strategic plan. A strategic plan is vital to anticipate opportunities and overcome potential obstacles to success in a project of this magnitude.
- Liaise effectively with the national Man and the Biosphere (MAB) agencies in Canada and the U.S. about the information required to secure nomination to UNESCO by the national representative.
- Effectively communicate to the general public, other levels of government, NGOs and corporate interests, and private property owners the merits of the proposal and how it is designed to address concerns about interference with existing rights.
- Hold town hall or equivalent meetings throughout the proposed biosphere reserve area to enable information to be disseminated and concerns to be addressed in a respectful manner, and privately contact significant interests for a frank discussion of the impacts, advantages and perceived shortcomings of biosphere reserve status.
- Develop media packages to promote the concept of biosphere reserve status and stimulate public interest and discussion.
- Research and synthesize the detailed information about the proposed biosphere area, its ecological, sociocultural and economic characteristics, and its potential for ecological, community and economic sustainability.
- Develop and nurture relationships with interested and relevant NGOs and other bodies (e.g., the university community) with a view to tapping into expertise pertinent to the application process.
- Secure funding for a predictably lengthy and arduous application process.

In summary, to secure success, it may be vital to secure and pay for expertise in planning and overseeing the application process, researching and evaluating prerequisites for success for a long-lasting biosphere reserve, communicating its objectives and advantages, mediating among potentially conflicting interests, raising funds for the application process and administration of a successful biosphere reserve, and writing funding proposals, among other tasks.

What potential funding sources might be available for the application process?

No doubt about it, the application process is expensive, and its cost expands with the scope of the application, as does the potential reward of initiating an application based on ecological compatibility of a project with UNESCO criteria rather than on existing political boundaries.

Potential sources of funding are various, including different levels of government (important at least as an indicator of moral support), NGOs, sympathetic business interests, and individuals. Most importantly, for a project of this magnitude, certain foundations should not be overlooked as a source of funding, especially if the application includes an American component, which may be an important consideration for some foundations. Consequently, consideration of the scope of application needs to include at an early stage the interests and requirements of relevant foundations.

A comprehensive review of foundations and their areas of interest would be an important early step. The following are a few examples of foundations that may have in interest in a project of this nature:

- Pew Charitable Trusts. With over \$5 billion in assets, its mission is to serve the public interest by “improving public policy, informing the public, and stimulating civic life”. Its policy areas include the environment among other interests, and specific projects have supported creation of marine protected areas in the Pacific Ocean.
- Bullitt Foundation. Its mission is to safeguard the natural environment by promoting responsible human activities and sustainable communities in the Pacific Northwest. Its geographic focus is Washington, Oregon, western Montana, coastal Alaska, and British Columbia. It looks for high risk, high potential payoff opportunities to exert unusual leverage. It has a special interest in demonstrating innovative approaches that promise to solve multiple problems simultaneously.
- Wilburforce Foundation. The mission of the Wilburforce Foundation is to help to conserve important lands, waters and wildlife in western North America by supporting organizations and leaders advancing strategic solutions. It has designated several priority regions that do not specifically include the area encompassing the Salish Sea, but its general goals suggest it might be worth approaching.
- Gordon and Betty Moore Foundation. It describes its environmental conservation roles as follows: “Our Environmental Conservation Program balances long-term conservation with sustainable use. We protect critical ecosystems. We establish models for collaboration that can be replicated and expanded around the globe. And we seek to create lasting change in how land, freshwater and coastal marine ecosystems are managed.”
- David Suzuki Foundation: “We collaborate with Canadians from all walks of life, including government and business, to conserve our environment and find solutions that will create a sustainable Canada through science-based research, education and policy work.”

- Vancouver Foundation: “Vancouver Foundation's mission is to build healthy, vibrant, and livable communities across British Columbia.”

Conclusion

Application for designation of all or part of the Salish Sea as a UN biosphere reserve warrants consideration both because the Salish Sea, as one of the world’s largest seas with an established record of community interest in sustainability, appears to possess the basic prerequisites for inclusion in the program. However, given the level of commitment required for both the application process and for successful management of a biosphere reserve, any proposal to proceed with an application should be preceded by a comprehensive preliminary assessment of the opportunities and challenges associated with an application as well as the appropriate geographical scope.

Such an assessment might include steps such as the following, not necessarily in the order indicated:

- Review the requirements of the biosphere reserve application process.
- Compile a review of relevant literature on biosphere reserves.
- Brainstorm key components to be included in a strategic plan that has its objective designation of a biosphere reserve for the Salish Sea.
- Include as part of that brainstorming process preliminary identification of the range of parties to be included in the consultation process (e.g., levels of government and specific departments within government, Canadian and American; municipalities bordering the Salish Sea; First Nations; non-governmental organizations; etc.
- Conduct a preliminary cost assessment for the application process and continuing compliance (and, if possible, a rough cost/benefit analysis).
- Conduct a review of relevant foundations and their areas of interest.
- Consider what role if any the Islands Trust Fund might be play in supporting Islands Trust participation in a biosphere reserve.
- Conduct a comparative analysis of the suitability of the Islands Trust area, the Islands Trust area combined with San Juan County, and the Salish Sea area to assess the compatibility of each area and its communities with biosphere reserve criteria.
- Consult with organizations administering existing biosphere reserves (e.g., Clayoquot, Arrowsmith) and transboundary biosphere reserves re their experience with the application process and with compliance with UNESCO requirements following designation, and obtain their perspectives on costs and benefits of participation.
- Identify potential opponents of biosphere reserve status and consider what types of information they might require to move them to a neutral or supportive position.

- Consult with the organizers of the CRD discontinued application several years ago for biosphere reserve status re their experience with the process.
- Initiate informal discussions with San Juan County council representatives re possible level of interest in cooperating in an application process.

An unprecedented and unexpected success at re-connecting our islands by passenger shuttles during the Tour des Iles

On June the 18, 19, 20 and 21 the Southern Gulf Islands experienced a profound event...the Tour des Iles. These 4 days of frequent and short small vessel shuttles connected the Gulf Islands in a way that was unprecedented. Most of the shuttles were about 10 to 15 minutes in duration and used local CRD docks in convenient locations.

The draft schedules were posted online and a home-made reservation system launched 4 days prior to commencement. During the first 16 hours more than 160 reservations were made. At that moment, the local volunteer coordinators and organizers knew something was up.

With the assistance of local charter boat skippers, Chambers of Commerce, citizens, Lion's Clubs, Parks and Rec Commissions and others, this event provided transport to in excess of 1,500 passages. We were all dumb-stuck and elated at our island residents' desire to re-connect or connect for the first time.

Many long-time residents recalled the effectiveness of past ferry schedules that allowed islanders to travel, work, shop, visit our very close neighbouring islands. The average distance of each of last weekend's shuttle routes was less than 2 nautical miles.

I was one of the Retreat/Fernwood shuttle skippers who, combined, enjoyed over 700 passages. These passengers were made up of islanders that had not visited the other island either ever or at least not since we had workable schedules. When I moved to Galiano, the trip from the old BC Ferry dock at Montague to Salt Spring was a free 25 minute ride. Ganges was where I did my banking, health care, shopping, etc. It is now a 4 to 5 hour ferry ride with less than an hour on Salt Spring to run errands...with the cost about \$40 if I take a vehicle.

The tourists that had the incredible fortune of being here last weekend will return and spend more time experiencing the islands and supporting our economies. The locals were over-joyed about being able to visit the island next door that they had been admiring for years.

The future of transportation will be forced to consider the significant carbon footprint that moving people and cars on large ferries contribute to climate change. How can local islands with the help from BC Ferries address the unassailable fact that moving people on smaller vessels can be a responsible response to Tour des Iles?

2015 Islands Trust Council Priorities Chart

June 5/15

Islands Trust Council Goals	Executive Committee (LA)	Trust Fund Board (JE)
Ecosystem Preservation and Protection... Stewardship of Island Resources... Sustain Island Character and Healthy Communities Work in Cooperation with Others	1. Governance, Policy, Strategic Planning, Trust Council (LA) 2. Communications, Advocacy, Policy Statement, Interagency and Public Relations (LG) 3. Organizational Improvements (DM/CS/CT)	1. Strategic Planning/Administration 2. Covenant and Property Acquisitions 3. Property and Covenant Management 4. Communications 5. Fundraising and Conservancy Support
Financial Planning Committee (CS)	Local Planning Committee (DM)	Trust Programs Committee (LG)
1. First Draft of the 2016/17 Budget 2. Complete the 2014/15 Year-End Audit	1. Affordable Housing 2. Shoreline and Marine Planning 3. Appropriate Economic Development	1. Amend Crown Land Cooperation Agreements 2. Community Stewardship Awards 3. Islands Trust Policy Statement
Southern Team (RK) Galiano, Mayne, N. Pender, S Pender, Saturna	Northern Team (Vacant) Ballenas-Winchelsea (EC), Denman, Gabriola, Gambier, Hornby, Lasqueti and Thetis	Salt Spring Team (SC) Salt Spring
LTC Planning Priorities • Galiano – Secondary Suite Review (RK/KF); Cottage Regulation Review (KF); and Home-based contractor yards (KF). • Mayne – Commercial Land Use Review (GR); Fallow Deer Eradication Plan participation (GR); OCP/LUB amendments (density on remainder lots, TUP policies and STVR review) (GR). • North Pender – Planning for Waste Management (JS); Housing (STVR review – 1st phase) (JS); Age and disability friendly community planning (JS). • Saturna – Community Profile (GR). • South Pender - LUB Review and Update (RK/KF).	LTC Planning Priorities • Ballenas-Winchelsea (EC) (ME): Approval of OCP and LUB; Administrative Bylaws; Nanoose First Nation Relationship building • Denman (RM): RAR implementation; Visitor Accommodation; MoU with K'omoks First Nation; Marine issues • Gabriola: Roadside Signage (TR/AB); In-house dog boarding (AB); Affordable Housing (AB) • Gambier (AB): Foreshore protection/stewardship; OCP advocacy implementation & support (trustees); RAR implementation; Gambier OCP review • Hornby (RM): RAR implementation; OCP and LUB Review; APC appointments • Lasqueti (ME): RAR implementation; OCP & LUB review; electronic meetings • Thetis (ME): Associated Islands OCP & LUB Creation; Shoreline Protection; RAR implementation	LTC Planning Priorities • Fort Street Subdivision (Pl.2) • Watershed Management & Salt Spring Island Watershed Protection Authority (SC) • Land Use Bylaw Update: Industrial (SC) • Ganges Village Area Planning – Boardwalk (Isl.PI/Pl.2)

Planning Priorities – taken from top priorities established by each local trust committee. LA – Linda Adams; LG – Lisa Gordon; DM – David Marlor; CS –Cindy Shelest; JE – Jennifer Eliason

Southern Team: RK – Robert Kojima; GR – Gary Richardson; JS – Justine Starke; KF – Kim Farris

Northern Team : AB - Aleksandra Brzozowski; ME – Marnie Eggen; RM - Rob Milne; TR – Teresa Rittemann

Salt Spring Team: SC – Stefan Cermak; Pl.2 – Planner 2; Isl.PI – Island Planner



DRAFT
September 2015 Islands Trust Council Meeting Program
September 15-17, 2015, Bowen Island

Location: Cates Hill Chapel Hall - 661 Carter Road

June 11/15

	Tuesday, September 15	Wednesday, September 16	Thursday, September 17
AM	Ferries: <i>8:30a.m. Nanaimo to Horseshoe Bay arrvs 10:10am</i> <i>SGIs ferry to Tsawwassen arrives 9:20 a.m.</i> <i>H Bay to Bowen departs 11:00 a.m. & 12:00 p.m.</i> 12:00 Executive Committee – Cates Hill Chapel Hall	7:15 – 8:05 Breakfast -Rivendell 8:15 – 9:00 **Closed Meeting** (4) 9:00 – 9:40 Decision and Information Items (5) 9:40 – 10:00 Break 10:00 – 12:00 First Nations Relations/competencies (6)	7:15 – 8:05 Breakfast - Rivendell 8:15 – 9:40 Workshop on Participatory Decision-Making OR workshop on Administrative Fairness (9) 9:40 – 10:00 Break 10:00 – 10:45 Trustee Roundtable OR workshop on Administrative Fairness (10) 10:45 a.m. Meeting Adjourned <i>11:30 a.m.ferry to Horseshoe Bay</i>
PM	12:15 – 1:00 Lunch – Cates Hill Chapel Hall 1:00 Call to Order/Notice of New Items 1:05 – 2:00 Working with the Trust Fund Board (1) OR Marine Jurisdiction 2:00 – 3:00 Decision and Information Items (2) 3:00 – 3:30 Break 3:30 – 4:30 Decision and Information Items (continued) 4:30 – 5:30 Joint Session with Bowen Municipal Council (3) • <i>Areas of Mutual Interest</i> 6:30 Dinner w/Bowen Council & Former Trustees	12:00 – 1:30 Lunch – Cates Hill Chapel Hall 1:30 – 2:30 Delegations/Town Hall Session (7) 2:30 – 4:00 Strategic Planning (8) • <i>Review of Public Input</i> • <i>Deliberation on Strategic Plan Objectives and strategies – to guide budget development</i> 4:00 – 4:30 Break 4:30 – 5:30 Decision and Information Items (as required) 6:30 Dinner	<i>12:30 a.m.Horseshoe Bay to Nanaimo**</i> <i>7:20 p.m. Tsawwassen to SGIs</i> ** Last connection for Lasqueti/Hornby to get home Thursday and SGIs to connect with Swartz Bay/Crofton ferries from Vancouver Island vs 7:20 pm option from Tsawwassen

Members of the public are invited to attend all sessions except any closed meeting (** ***) and meals

Date: June 12, 2015

To: Trust Council, under New Business

From: Trustee Brian Crumblehulme

Regarding: Mayne Island Conservancy delegation to Council about Oil Spill response

Reviewed by: Executive Committee on June 10, 2015

Proposed resolution for Trust Council's consideration:

That Trust Council endorse the Mayne Island Conservancy's proposal to facilitate discussions with island trustees, regional districts and other authorities about the concept of community-led rapid-response to oil spills in the southern Gulf Islands; authorize meeting expenses for trustee participation at one meeting; and ask Executive Committee to consider supporting staff attendance at one meeting to listen, respond as necessary, and report back to the Executive Committee.

Background:

Primarily because of the continuing danger of marine spills by cargo and pleasure vessels, Trust Council has a long history of advocacy against increased tanker and bulk cargo shipping through Islands Trust waters. Given the recent proposals to increase industrial marine traffic and the small spill in Vancouver harbour, this danger is even more cogent. Trust Council has also placed shoreline protection as a high priority and the general mandate to "preserve and protect" clearly extends to the shoreline and adjacent waters. In any marine traffic accident, any oil spill occurring in the Salish Sea-lanes will almost certainly find its way to the shore.

While the Islands Trust does not have the authority or the means to become directly involved with marine spill response, the potential for shoreline ecological damage, economic impact and health risks, is huge. This request is, to my knowledge, the first of its kind in our region to address the question directly.

Oil spill response lies with federal agencies and the industries involved: the Islands Trust, or any other local authority, cannot engage directly with the marine industries or hazardous marine spills. However, keeping oil from reaching the beaches is not cleaning up, it is a simple expedient of restricting the flow of oil to protect an as yet, uncontaminated shoreline.

As was explained in the presentation, locally trained volunteers with the appropriate equipment, could effectively protect and save beaches and coastline for a few hours until the authorized response assume control. This pro-active response does not address clean-up, much less placing volunteers in lines of danger from damaged vessels or hazardous materials. It is that first rapid response that is most critical.

The Island's Oil Spill Response Association is a volunteer organization in our neighbouring San Juan Islands in the south Salish Sea. This organization has been in operation for many years with a successful record of very rapid and appropriate response to marine spills both small and large. This is what they reported after the devastating oil spill disaster occurred in the Gulf of Mexico.

“...our own local oil spill response organization already exists. It is non-profit and community based, with over 300 island residents throughout the years who have taken the training that is freely offered several times a year in the islands by Island's Oil Spill Association, the only response group in the San Juans.

“Nine thousand four hundred feet of IOSA – owned boom (plus another 4000' which IOSA manages) is ready for immediate use in the event of a spill. The boom is spread between 11 locations, all of within five minutes of a launch site, which allows quick access to boom in all corners of the islands.

“IOSA has six dedicated spill response vessels and we work with many trained responders who have their own workboats.”

I suggest that all island communities need a small rapid response team trained to isolate shores and coastal waters from potential marine spills and I urge Trust Council to formally endorse this initiative and to participate as appropriate in facilitating this discussion.