



Islands Trust Council

Quarterly Meeting Agenda

Date: Tuesday, March 14, 2017
Location: The Haven
240 Davis Rd., Gabriola Island, BC

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	That the Islands Trust Council approves the top priorities of the Financial Planning Committee Work Program Report.	
8.3	Quarterly Financial Report - RFD	211 - 216
	That the Islands Trust Council approves the quarterly Financial Report as presented.	
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8.5	Select Committee Victoria Office Location - RFD	221 - 226
	That Trust Council adopt the recommendations of the Select Committee "That the Management Team, and their Administrative Support staff and the Trust Fund Board staff remain within the Greather Victoria area (32km or less from the current location) for the foreseeable future and that staff examine the possibility of a satellite office for the Southern Planning Team members and/or other staff 'as presented' and give direction to conclude the work of the Committee".	
9.	2017/18 BUDGET OVERVIEW AND APPROVAL	
9.1	SSI LTC Special Property Tax Requisition RFD	227 - 231
	THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$98,500 in its 2017/18 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.	

9.2 Financial Plan Bylaw No. 167 - RFD

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1. That Islands Trust Council Bylaw 167, cited as the “Financial Plan Bylaw, 2017/2018” be Read a First Time.
2. That Islands Trust Council Bylaw 167, cited as the “Financial Plan Bylaw, 2017/2018” be Read a Second Time.
3. That Islands Trust Council Bylaw 167, cited as the “Financial Plan Bylaw, 2017/2018” be Read a Third Time.
4. That Islands Trust Council Bylaw 167, cited as the “Financial Plan Bylaw, 2017/18” be forwarded to the Minister of Community, Sport and Cultural Development for approval consideration.

9.3 Borrowing Anticipation Bylaw No. 168 - RFD

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1. That Islands Trust Council Bylaw 168, cited as the “Revenue Anticipation Borrowing Bylaw 2017-2018” be Read a First Time.
2. That Islands Trust Council Bylaw 168, cited as the “Revenue Anticipation Borrowing Bylaw 2017-2018” be Read a Second Time.
3. That Islands Trust Council Bylaw 168, cited as the “Revenue Anticipation Borrowing Bylaw 2017-2018” be Read a Third Time.
4. That Islands Trust Council Bylaw 168, cited as the ‘Revenue Anticipation Borrowing Bylaw 2017-2018” be forwarded to the Minister of Community, Sport and Cultural Development for approval consideration.

10. TRUST AREA SERVICES

10.1 Director of Trust Area Services Report

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2.	That Trust Council amend the Strategic Plan to add in section 2.1 for fiscal year 2017/18 “Compile an inventory of the marine protection tools each local trust committee/island municipality utilizes” assigned to the Executive Committee.	
3.	That Trust Council, in recognition of its commitment to reconciliation with Trust Area First Nations amend Strategic Plan Strategy 8.2 to read “Explore opportunities and benefits of cooperating with First Nations and others to seek nominations of the Trust Area as a UN Biosphere Reserve” and that the associated activities be deferred to 2018-2019.	
4.	That Trust Council in recognition of its commitment to reconciliation with Trust Area First Nations, remove from its Follow-up Action List the request for the Chair to send a letter of support for Particularly Sensitive Sea Area Designation for the Salish Sea to the federal Minister of Transport.	
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14. CLOSED MEETING (Separate Agenda)

That the Islands Trust Council meeting be closed to the public subject to Section 90(1) of the Community Charter in order to consider matters related to:

(c) labour relations or other employee relations,

(g) litigation affecting the Islands Trust; and

(i) receipt of advice that is subject to solicitor-client privilege;

and that CAO Russ Hotsenpiller be invited to attend the closed session.

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16.4 Disposition of Delegations and Town Hall Requests

17. CORRESPONDENCE

18. NEXT MEETING - June 20, 2017 on Lasqueti Island

19. ADJOURNMENT



Islands Trust Council Minutes of Quarterly Meeting

Date:	December 6-8, 2016
Location:	Community Gospel Chapel, 147 Vesuvius Bay Road, Salt Spring Island, BC
Members Present:	
Executive Committee:	Peter Luckham, Chair (Thetis) Laura Busheikin, Vice Chair (Denman) George Grams, Vice Chair (Salt Spring)
Local Trustees:	David Critchley, Denman Melanie Mamoser, Gabriola Heather O'Sullivan, Gabriola George Harris, Galiano Sandy Pottle, Galiano (Dec. 6 & 7) 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 (Dec. 6 & 7) Bruce McConchie, South Pender (Dec. 6 & 7) Ken Hunter, Thetis Island (Dec. 7 & 8)
Municipal Trustees:	Sue Ellen Fast, Bowen Alison Morse, Bowen
Regrets:	Susan Morrison, Vice Chair (Lasqueti) Wendy Scholefield, South Pender
Staff Present:	Russ Hotsenpiller, Chief Administrative Officer Miles Drew, Bylaw Enforcement Manager (Dec. 7 & 8) Jennifer Eliason, Manager, Islands Trust Fund (Dec. 7) Clare Frater, Director, Trust Area Services (incoming) Lisa Gordon, Director, Trust Area Services (outgoing) Fiona MacRaid, Senior Intergovernmental Policy Advisor (Dec. 7)

David Marlor, Director, Local Planning Services
Emma Restall, Executive Coordinator
Cindy Shelest, Director Administrative Services (Dec. 6 & 7)
Mark van Bakel, Manager, Information Systems (Dec. 7)
Carmen Thiel, Legislative Services Manager/Recorder

1. CALL TO ORDER

The meeting was called to order at 1:45 p.m.

Chair Luckham acknowledged:

- National Day of Remembrance and Action on Violence Against Women (also known as White Ribbon Day) to commemorate the anniversary of the 1989 École Polytechnique killing of 14 women;
- The retirement of Lisa Gordon and her choice to promote fundraising for Fairy Slipper Forest on Thetis Island; and
- The recent appointment of Emma Restall to the position of Executive Coordinator.

Trustees Grove and Grams welcomed Trust Council to Salt Spring Island.

The Chair acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations.

2. APPROVAL OF AGENDA

By general consent the agenda was approved as presented.

3. GENERAL BUSINESS ARISING

3.1 Resolutions Without Meeting

Resolutions Without Meeting TC-RWM-2016-004 and TC-RWM-2016-005 were provided for information.

3.2 September 13-15, 2016 Trust Council Draft Minutes

By general consent the Islands Trust Council adopted the minutes of the September 13-15, 2016 Trust Council meeting.

3.3. Trust Council Follow Up Action List

Provided for information.

Trustee Mamoser entered the meeting at 2:05 p.m.

3.4 Trustee Round Table

Trustees participated in a round table session to discuss common issues, concerns and successes.

The meeting recessed for a break at 3:15 p.m. and reconvened at 3:30 p.m.

4. EXECUTIVE

4.1 Chief Administrative Officer's Report

CAO Hotsenpiller reviewed internal and external organizational matters, including recognition of Lisa Gordon's retirement. He announced Clare Frater's appointment as the successful candidate to fill the position of Director, Trust Area Services. It was also reported that Emma Restall has joined the Islands Trust as Executive Coordinator.

There was discussion about public reporting of advocacy topics, work and results on the Islands Trust website. Director Gordon noted that there is information on marine advocacy on the Islands Trust website and available to subscribers, as well as reporting within the annual report and in legislative monitoring.

4.2 Executive Committee Work Program

The top priorities in the work program were:

1. Islands Trust Act amendments;
2. Oil spill and shipping safety;
3. Revisions to Crown Land protocol agreements and letters of understanding; and
4. First Nations relationship building.

Chair Luckham indicated that the Executive Committee has drafted a letter to the Prime Minister and Premier Clark expressing Islands Trust's disappointment of approval of the Kinder Morgan Trans Mountain pipeline. The Chair indicated input from trustees on the letter could be considered.

By general consent the Islands Trust Council approved the top priorities of the Executive Committee Work Program Report.

4.3 Continuous Learning Plan

Trust Council reviewed the Continuous Learning Plan and suggested the following additions:

- A presentation by Richard Hebda on Mitigating and Adapting to Climate Change through the Conservation of Nature;
- Archaeological site protection and effective advocacy - for March Trust Council meeting; and
- Blue Ecology Practitioners Guide and working together with First Nations – Trustee Fast to forward details to Executive Committee.

4.4 Revised Trust Council 2017 Quarterly Meetings Schedule

TC-2016-094

MOVED by Trustee Brent, SECONDED by Trustee Grove,

that staff seriously consider alternatives to meeting in Victoria and alternatives for 2017 meetings in the Trust Area.

CARRIED

Staff was requested to prepare a report on logistics and costs related to the motion.

TC-2016-095

MOVED by Trustee Peterson, SECONDED by Trustee Critchley,

that the Islands Trust Council establish the following *revised* meeting schedule for 2017:

March 14-16, 2017 – Gabriola Island

June 20-22, 2017 - Lasqueti Island

September 13-14, 2017 – Denman Island

December 5-7, 2017 – Victoria

CARRIED

4.5 Strategic Plan Quarterly Update December 2016

Review and discussion ensued on the report provided for information.

4.6 Trust Council Strategic Plan

CAO Hotsenpiller reviewed proposed changes.

TC-2016-096

MOVED by Trustee Crumblehulme, SECONDED by Trustee Grams,

that the Islands Trust Council endorse the amendments to the Strategic Plan activities in the attachment dated November 23, 2016.

CARRIED

4.7 Agricultural Land Commission Island Panel Meeting

Briefings were provided on a meeting between the Executive Committee and the Agricultural Land Commission (ALC) Island Panel held on October 17, 2016. Discussion on the meeting included the following comments and suggestions:

- Interesting to see reference to discussion about housing and alternatives to mobile homes for farm worker housing, i.e. stick frame housing;
- Provisions for regular meetings between the Islands Trust and ALC staff and review of agreement(s) with the ALC; and
- Bowen Island Municipality (BIM) was not mentioned in the material and BIM planners would benefit from being made aware of the meeting.

4.8 Ministry of Transportation and Infrastructure (MOTI) Meeting Update from the Chair

Chair Luckham reported on a meeting between the Executive Committee and MOTI held on October 12, 2016. The following points were raised during the discussion:

- concerns about prioritizing private interests over public access regarding public road access to Tucker Bay on Lasqueti Island and the applicability of *Transportation Act* section 42 *Travelled roads becoming highways* for non-gazetted roads;
- send out executive summary of such meetings to trustees;
- ensure that the agreement with MOTI is attached to meeting materials;
- provide reports on road conditions and specific problems for each island to make a case to MOTI when such meetings take place; document where there are safety issues on each island, which would then become a liability issue; and
- refer MOTI to the open and responsive rapport the Executive Committee recently had with Agricultural Land Commission representatives and how the Executive Committee advocates on behalf of local trust committees.

5. VISIONING FOLLOW UP SESSION

CAO Hotsenpiller reviewed the outcome of the September 2016 visioning session and provided suggestions on how to get the key themes from the visioning work into the public domain.

There was discussion on potential amendments to the visioning and how it could be realized, e.g. through a vision statement, inclusion in the Strategic Plan, through public processes associated with the Policy Statement and discussion on density/nodes in official community plans.

The meeting recessed for the day at 5:15 p.m.

Wednesday, December 7, 2016

The meeting reconvened at 8:30 a.m. with 23 trustees present. Absent: Trustees Susan Morrison (Lasqueti), Wendy Scholefield (South Pender) and Ken Hunter (Thetis).

5. VISIONING FOLLOWING UP SESSION (cont'd.)

The Chair indicated that this topic will be brought back to Trust Council in March and noted that Trustee Law had drafted a visioning statement, which could be shared with Trust Council, along with the CAO's PowerPoint presentation. There was consideration of how often Trust Council's vision statement should be revisited.

6. NEW BUSINESS

6.1 Referral Response to Ministry re Salt Spring Island Incorporation

Discussion ensued on the draft referral response, including the topic of how and where lesser islands which currently fall under the Salt Spring Island Local Trust Area would be transferred to other local trust areas, should incorporation take place.

TC-2016-097

MOVED by Trustee Law, SECONDED by Trustee Crumblehulme,

that the letter providing Trust Council's recommendations on developing Letters Patent for possible incorporation of Salt Spring Island be amended to include a recommendation that consideration be given to requiring a municipality to include reference to its inclusion in the Islands Trust in its electronic and written communication.

CARRIED

During consideration of recommendations to assign islands and islets currently within the Salt Spring Island Local Trust Area to other specific local trust areas, in the event of Salt Spring Island's incorporation, staff noted that the assignments will be done by regulation and that Ministry staff is seeking advice so they can advise the Minister.

TC-2016-098

MOVED by Trustee McConchie, SECONDED by Trustee Critchley,

that Trust Council recommend that the letter dated November 16, 2016, attached as Appendix A (as amended), providing input by the Islands Trust to the development of Letters Patent for the potential incorporation of Salt Spring Island, be sent to the Ministry of Community, Sport and Cultural Development.

CARRIED

6.2 Legislative Changes to the *Islands Trust Act*

Trustee Middleton reviewed the trustee sponsored request noting that it is integrally linked to the vision for the Islands Trust including sustainable ecology and economy.

TC-2016-099

MOVED by Trustee Critchley, SECONDED by Trustee Brent,
that Trust Council approve in principle a review of the *Islands Trust Act*.

Discussion included the history of past requested changes to the Act, the capacity for the review to be added to the work program, the timing of the request, the desire for sustained provincial funding to support the Trust Fund Board and the opportunity to ask for tools in order for Islands Trust to be more effective.

The question on the motion was then called,

CARRIED

Trustees Pottle, Crumblehulme and Fast Opposed

TC-2016-100

MOVED by Trustee Busheikin, SECONDED by Trustee Brent,
that Trust Council add to the 2014-2018 Strategic Plan the project of investigating the principle of amending the *Islands Trust Act* and assign the project to the Executive Committee.

It was indicated that the Executive Committee would decide when it was appropriate to assign a priority to this.

CARRIED

Trustees Rogers, Pottle, Allen, Peterson, McConchie, Crumblehulme and Fast Opposed

6.3 Senior Freshwater Specialist – Temporary Proposal

Trustee Grams spoke to the proposal to look at water in a co-ordinated way throughout the Trust Area, with other agencies, and in recognition of the *Water Sustainability Act*. He emphasized the need to collect data on which to base land use decisions and that funding for the position would come from the Reserve Fund.

TC-2016-101

MOVED by Trustee Grams, SECONDED by Trustee Dodds,
that Trust Council approve adding \$83,670 in the 2017-2018 budget to fund a temporary, full-time Senior Freshwater Specialist position from June 1, 2017 to March 31, 2018.

Debate on the motion ensued. Speaking in support of the motion, several trustees emphasized that water resources are crucial to local trust committee land-use decisions and their vision for the future. Those speaking against the motion cited concerns with the resulting budget increase, determining the most appropriate way to understand water supply, including drilling more monitoring wells, whether a hydrogeologist should be sought instead of a hydrologist, and the possibility of seeking contributions from regional districts to help resolve water issues on the islands.

The question on the motion was then called,

CARRIED

Trustees Masselink, Law, Crumblehulme, Busheikin, Morse, McConchie, Peterson, Allen, Rogers, O'Sullivan and Mamoser Opposed

The Chair recognized MLA Gary Holman in the visitors' gallery.

7. 2017/18 DRAFT BUDGET SESSION

7.1 Budget Overview

Trustee Grove invited Director Shelest to provide an overview of the draft 2017-2018 budget.

7.2 Budget Assumptions and Principles

Director Shelest provided an overview of the budget assumptions and principles, highlighted proposed changes to revenue and expenses and responded to questions.

7.3 Budget Detail

A question and comment period ensued.

TC-2016-102

MOVED by Trustee Crumblehulme, SECONDED by Trustee Brent,
that the Financial Planning Committee and the Trust Programs Committee review the expenditures related to budget item TPC Water and Marine Conservation project and investigate potential reductions for 2017-2018.

CARRIED

Trustees Masselink, Rogers, Busheikin and Luckham Opposed

7.4 Project Requests

A summary of project requests was reviewed by Director Shelest, including LTC project request details, Salt Spring Island special property tax requisition and electronic data management.

The meeting recessed for a break at 10:55 a.m. and reconvened at 11:17 a.m.

8. FIRST NATIONS LEGAL SEMINAR

A seminar on legal principles associated with local government and First Nations governance was presented by Reece Harding, Young Anderson. Topics included a review of the *Constitution Act* and several court decisions re aboriginal title and rights; the duty to consult and accommodate First Nations; and the relevance of these concepts from a local government perspective.

A question period followed.

Fiona McRaid gave a presentation on Douglas Treaties and the Gulf Islands. Trustees were asked to send their questions to Fiona McRaid.

Trustee Ken Hunter arrived at the meeting at 12:58 p.m. The meeting recessed for lunch at 1 p.m. and

reconvened at 1:25 p.m.

STAFF RECOGNITION AWARDS

CAO Hotsenpiller presented the 10th annual staff recognition award in the Legacy Award Category to Jennifer Eliason of the Islands Trust Fund for increasing protected land on Thetis Island (a 60-hectare parcel and a second parcel of 20 hectares). Honourable mention was made regarding Barb Dashwood and her role in mapping and GIS for the Islands Trust.

9. COMMUNITY PRESENTATIONS

9.1 Salt Spring Island Watershed Protection Authority (SSIWPA)

Representatives from SSIWPA, Dr. Shannon Cowan and Dr. Don Hodgins, P. Eng. expressed the gratitude of SSIWPA, which exists largely because of Trust Council's support. They reviewed the SSIWPA mission; its membership, the formation and work of sub-committees, and SSIWPA's history and experience in seeking a shared solution regarding water quality, water use, implications of climate change, how to make conservation effective and steps that have been taken. It was noted that sustained funding is an issue.

10. DELEGATIONS AND TOWN HALL

10.1 Gulf Islands Alliance re 10-year anniversary

A Gulf Islands Alliance representative presented a video on the history of the Islands Trust Area and the impact of the *Islands Trust Act*. Chair Luckham thanked the Gulf Islands Alliance for producing the film.

10.2 Mayne Island Conservancy re oil spill preparedness in the Trust Area

Malcolm Inglis, president of the Mayne Island Conservancy Society spoke regarding the local capacity to respond to petroleum spills in the Salish Sea and the Conservancy's continuing work in advocating for solutions.

He asked Trust Council to join the Conservancy in advocating for a separation of the marine response function from the risk creators, to eliminate the potential for conflicts between corporate interests and public interests in relation to the Trans Mountain pipeline project. He also noted the Conservancy's recent announcement of a conservation opportunity to purchase St. John Point, a 64-acre parcel of prime Coastal Douglas-fir ecosystem on Mayne Island with over two kilometres of undeveloped shoreline. Trust Council was asked to spread the word to islanders about this land protection proposal to help the Conservancy reach its goal.

10.3 Salish Sea Trust re Salish Sea World Heritage Site

Laurie Gourlay referred to books regarding the Salish Sea and provided a presentation on the application and qualifications for designation of the Salish Sea as a world heritage site. He indicated that multiple international designations for this area as a reserve and heritage site complement each other and are not at odds with each other.

Town Hall – there were no speakers.

The meeting recessed at 2:40 p.m. for a break and reconvened at 3 p.m.

It was agreed to consider item 15.4 ahead of item 11.

15.4 Disposition of Delegations and Town Hall Requests

With regard to the World Heritage Site proposal, it was noted that the Islands Trust is receiving a report on tools for marine protected areas and there are likely to be some recommendations coming forward in March 2017.

TC-2016-103

MOVED by Trustee Law, SECONDED by Trustee Harris,
that the Chair be requested to write to the Premier and the Minister of Community,
Sport and Cultural Development to present them with copies of the "Islands in Trust" DVD.

CARRIED

11. ADMINISTRATIVE SERVICES

11. Director of Administrative Services Report

Provided for information.

11.2 Financial Planning Committee Work Program Report

The top three priorities in the work program were:

1. First Draft of the 2017-2018 budget;
2. Complete the 2016-2017 forecast; and
3. Propose revisions to Trust Council Policy 6.5.i General Revenue Surplus Fund.

TC-2016-104

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

CARRIED

11.3 September 30, 2016 Quarterly Financial Report

TC-2016-105

MOVED by Trustee Grove, SECONDED by Trustee Crumblehulme,
that the Islands Trust Council approve the September 30, 2016 Quarterly Financial Report as
presented.

CARRIED

11.4 Financial Forecast to March 31, 2017 Year End and Updated with September 2016 Actual Results

Provided for information.

11.5 Staff Response to KPMG Information Systems Assessment Report

Director Shelest introduced Mark van Bakel, Manager, Information Services, who provided a detailed overview of Information Systems team members, their internal strategic review, the recommendations made by KPMG during its review and the staff responses to address the

points raised. It was also noted that mandatory security awareness training will be rolled out for trustees and staff.

12. LOCAL PLANNING SERVICES

12.1 Local Planning Services Report

Provided for information.

12.2 Local Planning Committee Work Program Report

The top three priorities in the work program were:

1. Community Housing Needs;
2. Shoreline Marine Planning; and
3. Protect Coastal Douglas-fir and Associated Ecosystems

TC-2016-106

MOVED by Trustee Brent, SECONDED by Trustee Grams,

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

CARRIED

12.3 First Nations and Public Engagement

The proposed policy was reviewed and discussed.

TC-2016-107

MOVED by Trustee Rogers, SECONDED by Trustee Fast,

to amend Policy 6.1.i, section D, to read "Islands Trust refers to all Islands Trust bodies except island municipalities"; and to amend section F, policy 2, policy 3 and policy 4 to replace the words "islands trust municipalities" with "island municipalities"; and to amend section D by adding the words "for the purpose of this policy" immediately after the title.

CARRIED

TC-2016-108

MOVED by Trustee Busheikin, SECONDED by Trustee Morse,

1. that the Islands Trust Council adopt Policy 6.1.i "First Nations Engagement Principles" as amended.

CARRIED

TC-2016-109

MOVED by Trustee O'Sullivan, SECONDED by Trustee Allen,

2. that the Islands Trust Council approve in principle the "First Nations and Public Engagement Project Charter".

CARRIED

TC-2016-110

MOVED by Trustee Grams, SECONDED by Trustee Crumblehulme,

3. that the Islands Trust Council approve the amendments to Section 9.1 of the Strategic Plan as illustrated in updated version of the Plan (Attachment 4 to the report), dated November 8, 2016.

CARRIED

The Chair indicated that he would like to advance items 14.5-14.7 after the item 12.4.

12.4 Bylaw Enforcement Report

Miles Drew presented the report for information.

14.5 Community Stewardship Award Policy Amendments

TC-2016-111

MOVED by Trustee Crumblehulme, SECONDED by Trustee Grams,
that the Islands Trust Council amend Policy 2.1 xi Community Stewardship Awards
Program dated September 9, 2014 with Policy 2.1.xi Community Stewardship Awards
Program dated December 7, 2016.

CARRIED

Trustee Masselink was thanked for his time chairing the Trust Programs Committee and it was noted that Trustee Crumblehulme is now the Chair.

14.6 Bylaw Checklist Policy Amendments 5.7.i - To be brought back in March 2017.

14.7 Marine Protection Tools

Provided for information. Discussion points included:

- look to First Nations to see what they think is a priority;
- local governments in Howe Sound have supported the biosphere designation approach;
- determine the appropriate Council committee to consider and make recommendations on which marine tool(s) to support and how Islands Trust would liaise with First Nations on the matter; and
- confer with the senior intergovernmental policy advisor who is tasked with marine issues on recommendations to move forward and bring a report to Trust Council.

TC-2016-112

MOVED by Trustee Law, SECONDED by Trustee Fast,
that the Executive Committee be requested to review the briefing on marine protection tools and to make recommendations to Council with respect to possible amendments to the Strategic Plan and other follow up actions.

CARRIED

The meeting recessed for the day at 5:05 p.m.

Thursday, December 8, 2016

The meeting was called to order at 8 a.m. with 21 trustees present. Absent were Trustees Susan Morrison (Lasqueti), Wendy Scholefield (South Pender), Lee Middleton (Saturna), Bruce McConchie (South Pender) and Sandy Pottle (Galiano).

13. CLOSED MEETING

TC-2016-113

MOVED by Trustee Grams, SECONDED by Trustee Grove,
that the Islands Trust Council meeting be closed to the public subject to Section 90(1) of the

Community Charter in order to consider matters related to:
(c) labour relations or other employee relations,
(g) litigation affecting the Islands Trust; and
(i) receipt of advice that is subject to solicitor-client privilege;
and that CAO Russ Hotsenpiller be invited to attend the closed session.

CARRIED

Trust Council closed the meeting at 8:32 a.m. and reconvened in open meeting at 8:44 a.m. without report.

The Chair asked if there was any further direction re Marine Protection Tools briefing. There was consideration about following up with a reference on page 255 of the agenda.

TC-2016-114

MOVED by Trustee Busheikin, SECONDED by Trustee Crumblehulme,
that staff provide an update on any emerging discussions with First Nations with regard to areas of shared marine protection priorities at the March 2017 Trust Council meeting.

CARRIED

14. TRUST AREA SERVICES

14.1 Director of Trust Area Services Report

Director Gordon highlighted several points in the report, which was provided for information.

There was discussion about BC Ferries consideration of replacing existing Islands Trust signs at ferry docks and whether Bowen Council and Gambier and Lasqueti islands would also be interested in the Islands Trust signage.

14.2 Trust Programs Committee Work Program Report

The top three priorities in the work program were:

1. Amend Crown Land Cooperation Agreements (Strategic Plan 8.1);
2. Review the Islands Trust Policy Statement (Strategic Plan 9.1); and
3. Protect Quality and Quantity of Water Resources (Strategic Plan 4.3).

TC-2016-115

MOVED by Trustee Crumblehulme, SECONDED by Trustee Fast,
that the Islands Trust approve the top priorities of the Trust Programs Committee Work Program Report.

CARRIED

14.3 Trust Fund Board Report

Trustee Law presented the highlights of the report

14.4 Audited Financial Statements of the Islands Trust Fund for 2015/16

Provided for information.

A picture of Fairy Slipper Orchids was presented to Director Gordon in recognition of her valued contribution and dedicated service to Islands Trust and Trust Council. Director Gordon reflected on her years at the Islands Trust with gratitude, and spoke about her plans for retirement activities. She also reviewed the current donations to the Fairy Slipper Forest Fund by staff and trustees.

15. SUMMARY / UPDATES

15.1 Trustee Updates

15.1.1 BC Ferries (Ferry Advisory Committee Chairs)

Reports included the following points:

- support for lowering the top-up on the BC Experience Card as it can be a hardship for some community members. It was noted that BC Ferries has been asked if it would consider maintaining the initial top-up load with subsequent loads being at a lower monetary level. Trustees were asked to bring this issue to their Ferry Advisory Committees (FAC) to ask for their support to work with other FACs on this initiative;
- medically assured loading issue – explore how the program can be better managed so valid people are not treated with suspicion;
- reinstatement of Gabriola Island afternoon sailing on the weekends;
- BC Experience card - concern that a frequent user discount can be used by non-frequent users;
- the loss of sailings for Denman/Hornby Islands and their socio-economic impact;
- Bowen Island has a medically assured parking area; Bowen Island Municipality (BIM) has a medical assured tab on the BIM website; and
- Bowen Island has lost weekend sailings, monitored the impact and relayed that to BC Ferries.

15.1.2 First Nations

Topics included:

- Trustee Crumblehulme has received emails and a letter from First Nations re oil and increased tanker traffic e.g. Kinder Morgan approval and LNG proposal asking him to join them in opposition; and
- Lyackson contact Kathleen Johnny has retired and been replaced by Linda Aidnell.

15.1.3 Gulf Islands National Park Reserve Advisory Committee (Trustee Masselink)

Trustee Masselink noted the advisory committee's intent to meet in January. He indicated that at the June 2016 meeting he brought a suggestion to the Committee to work with the McConnell Foundation in support of a training process to bridge issues and build trust with First Nations in this area.

15.1.4 Salt Spring Island Watershed Protection Authority (SSIWPA) (Vice Chair Grams)

Trustee Grams spoke to SSIWPA's 2016 and 2017 goals and noted that by the end of 2017 they hope to have enough data to review the Salt Spring Island Official Community Plan to see if it is compatible with water resources. He also indicated that SSIWPA's annual report is on its website.

15.1.5. Howe Sound Community Forum

Report provided for information.

15.1.6 Update from Trust Council Select Committee for Review of Victoria Office Location
Trustee Rogers referred to the briefing report distributed by email on December 6 and noted that the Select Committee will be reporting to Trust Council in March, 2017.

By general consent the report was received for information.

15.2 Priorities Chart

By general consent the priorities chart was received for information.

15.3 Proposed March 2017 Trust Council Agenda Program
Provided for information.

15.4 Disposition of Delegations and Town Hall request

By general consent the Chair was directed to write letters thanking delegates.

16. CORRESPONDENCE

16.1 Mike Munro re Kinder Morgan Nanaimo Consultation

By general consent the letter was received for information.

17. NEXT MEETING: March 14-16, 2017 on Gabriola Island

18. ADJOURNMENT

By general consent the meeting adjourned at 9:55 a.m.

Peter Luckham, Chair

Certified Correct

Carmen Thiel, Legislative Services Manager (Recorder)

Follow Up Action Report

Trust Council

Chief Administrative Officer

Activity	Activity	Responsibility	Target Date	Status
10-Jun-2015	First Nations First Nations training and workshops	Russ Hotsenpiller David Marlor Clare Frater Cindy Shelest	31-Mar-2016	On Going
10-Jun-2015	Develop IT adaptation strategy regarding Salt Spring Island Incorporation	Russ Hotsenpiller Cindy Shelest David Marlor Clare Frater Carmen Thiel	15-Jun-2016	On Going
06-Dec-2016	Trust Council 2017 Consider alternatives to meeting in Victoria and alternatives for 2017 meetings in the Trust Area	Russ Hotsenpiller Emma Restall		On Going
06-Dec-2016	Strategic Plan Make Trust Council-approved amendments to the Strategic Plan.	Russ Hotsenpiller Emma Restall		Done
06-Dec-2016	Visioning Session Follow Up ·Develop PB pictograph ·Email PowerPoint and graphic (public survey, state of the islands report, survey of trustees and pictograph) to Trustees. ·Bring topic back to TC in March 2017 ·Incorporate Trustee Laws visioning statement into March 2017 presentation	Russ Hotsenpiller	03-Mar-2017	On Going

**Follow Up Action Report**

06-Dec-2016	Legislative Changes to the Islands Trust Act Assign the task of investigating the principle of amending the Islands Trust Act to the Executive Committee Add this project to the Strategic Plan	Russ Hotsenpiller Emma Restall	16-Dec-2016	Done
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Director, Administrative Services

Activity	Activity	Responsibility	Target Date	Status
13-Sep-2016	Community Housing - 2017/18 budget Allocate \$15,000 in the 2017/18 fiscal budget to allocate one staff day (based on Grid 24/Step 2) per week to explore and, if feasible, design and implement a program to hold and administer housing agreements on behalf of local trust committees.	Cindy Shelest David Marlor		On Going
06-Dec-2016	Budget Detail Review expenditures related to budget item TPC Water and Marine Conservation project and investigate potential reductions for 2017/18.	Cindy Shelest	10-Mar-2017	On Going

Director, Local Planning Services

Activity	Activity	Responsibility	Target Date	Status
16-Jun-2010	Riparian Areas Regulation (June 2010) Status report to Council until completed LPC (DM) to TC	David Marlor	30-Sep-2016	On Going
22-Mar-2016	Consequential amendments to Policy Statement Amendment Policy amendments Draft changes to the Policy 5.7.i Bylaw Checklists to remove reference to the Council Commitments and Recommendations Checklist.	David Marlor Clare Frater		On Going



Follow Up Action Report

13-Sep-2016	Community Housing Implement a co-ordination role for housing needs assessments between the various local trust areas and island municipalities to achieve efficiencies and compatibility, and to allow for consolidation.	David Marlor		On Going
13-Sep-2016	Community Housing - 2017/18 budget Develop a budget for housing needs assessments to be conducted for local trust areas at the regional level and island municipalities, and to be updated with each census.	David Marlor Cindy Shelest		On Going
13-Sep-2016	Community Housing Request Local Planning Committee to commission one or more regional housing needs assessment(s) that follow consistent methodologies, and can be updated with each census.	David Marlor		On Going
13-Sep-2016	Community Housing Explore and report back on the potential for Islands Trust entities to hold land for housing purposes.	David Marlor		On Going
06-Dec-2016	Senior Freshwater Specialist - Temporary Proposal The addition of \$83,670 to the 2017-18 budget to fund a temporary, full-time Senior Freshwater Specialist position from June 1, 2017 - March 31, 2018 has been approved. Begin recruiting process.	David Marlor	01-May-2017	On Going
06-Dec-2016	First Nations and Public Engagement Amend Policy 6.1.i, Section D to read Islands Trust refers to all islands trust bodies except island municipalities. Amend Section F of Policies 2, 3 and 4 to replace the words islands trust municipalities with island municipalities. Amend Section D by adding the words for the purpose of this policy immediately after the title.	David Marlor	23-Dec-2016	Done
06-Dec-2016	Provide an update on any emerging discussions with First Nations with regard to areas of shared marine protection priorities at the March 2017 Trust Council meeting.	David Marlor Clare Frater	03-Feb-2017	Done

Follow Up Action Report

Director, Trust Area Services

Activity	Activity	Responsibility	Target Date	Status
16-Sep-2015	Freighter anchorages Identify and act on opportunities re freighter anchorages	Clare Frater		On Going
22-Mar-2016	Particularly Sensitive Sea Area Designation for the Salish Sea Chair to send a letter of support to the federal Minister of Transport.	Clare Frater Peter Luckham		On Going

Executive Coordinator

Activity	Activity	Responsibility	Target Date	Status
06-Dec-2016	Next Trust Council Mar 2017 Dec 2016 Follow Up Action Lists to Trustees and Staff Dec 2016 Council meeting decision highlights to website News Release and Agenda for Mar 2017 Council meeting Invitations - MLA, Electoral Area Director, former trustees Post notice on community bulletin boards (on island of meeting only) Agenda Package - Review/Distribution to Trustees	Emma Restall	04-Feb-2017	On Going
06-Dec-2016	Referral Response to Ministry re Salt Spring Incorporation Amend letter to ADM Faganello to include a recommendation that consideration be given to requiring a municipality to include reference to its inclusion in the Islands Trust in its electronic and written communication. Send letter to Ministry	Emma Restall	16-Dec-2016	Done

Follow Up Action Report

06-Dec-2016	Marine Protection Tools Assign Executive Committee to review the briefing on marine protection tools and make recommendations to council with respect to possible amendments to the Strategic Plan and other follow up actions	Emma Restall	16-Dec-2016	Done
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Manager, Islands Trust Fund

Activity	Activity	Responsibility	Target Date	Status
14-Jun-2016	NAPTEP Certificate Issue subject to survey, covenant and baseline report.	Jennifer Eliason		On Going



March 2017 Islands Trust Council

Proposed 2017/18 Budget

3:00 pm to 4:00 pm Tuesday, March 14, 2017

Purpose: To provide Trust Council with an overview of the Financial Planning Committee's proposed 2017/18 budget and to provide an opportunity for questions and comments from trustees in advance of the budget debate Wednesday.

Chair: Peter Luckham, Chair, Islands Trust Council

Resources: Peter Grove, Chair, Financial Planning Committee
Cindy Shelest, Director, Administrative Services
Russ Hotsenpiller, Chief Administrative Officer
Clare Frater, Director, Trust Area Services
David Marlbor, Director, Local Planning Services

3:00 – 3:10 Introduction

Peter Grove
Russ Hotsenpiller

3:10 – 3:30 2017/18 Proposed Budget

Cindy Shelest

Document References

- 4.2 Budget Overview
- 4.3 Budget Assumptions and Principles
- 4.4 Budget Detail
- 4.5 Project Requests Summary
 - 4.5.1 Local Trust Committee Project Requests
 - 4.5.2 Strategic Plan Project – Policy Statement Targeted Update
- 4.6 Proposed Staffing Changes Summary
- 4.7 Public feedback received

3:30 – 4:00 QUESTIONS AND ANSWERS

Trustees

NEXT STEPS:

- Wednesday, March 15, 2017 11:00-11:30 am, debate and consideration of adoption of Trust Council Bylaw No. 167, Financial Plan Bylaw, 2017/2018 which implements the 2017/18.

ISLANDS TRUST - 2017/18 PROPOSED BUDGET OVERVIEW

The proposed 2017/18 Budget is based on:

- The Budget Assumptions and Principles presented to Trust Council in September 2016 and reviewed by the Financial Planning Committee at their August 24 2016 and November 16 2016 meetings
- The Islands Trust Strategic Plan 2015-2019 adopted by Trust Council
- The Timelines for 2017/18 Budget Process reviewed by Trust Council in September 2016

Highlights:

Highlights of the Proposed 2017/18 Budget include:

- No projected tax increase overall for the Islands Trust Area
- A net increase in expenditures of \$411,503 over the 2016/17 Budget and \$891,382 over the 2016/17 Forecast.
- A Special Property Tax Requisition request has been received from the Salt Spring Island Local Trust Committee related to the delegated authority to coordinate watershed management through the Salt Spring Island Watershed Protection Authority
- A transfer of funds from the General Revenue Surplus Fund of \$560,000 is recommended, resulting in a projected General Revenue Surplus Fund Balance of \$2.03 million at March 31, 2018, 110% of the recommended balance
- Service levels from 2016/17 are maintained
- Similar Provincial Grant revenues based on Regional District funding proposal
- The current BCGEU Collective Agreement allowance for a .5% increase on April 2, 2017 and a potential Economic Stability Dividend as of February 4, 2018.
- Any adjustments to trustee remuneration as per the Trustee Remuneration Policy will be reviewed by Trust Council at their June 2017 meeting and be effective April 1, 2017.
- Funding for the temporary Senior Inter-governmental Advisor position has been continued as well as a temporary Senior Freshwater Specialist
- A number of Project Requests were submitted by Local Trust Committees and reviewed by the Financial Planning Committee for inclusion in the budget, as outlined in the detail budget
- A number of Strategic Plan projects have been identified by Trust Council. Staff have provided preliminary estimates of costs for inclusion in the budget, as outlined in the detail budget

Stakeholders:

To date, the following groups of Stakeholders have provided input into the Draft 2017/18 Budget:

GROUPS	RESPONSIBLE FOR	ACTION/STATUS
Financial Planning Committee	Develop and recommend the annual budget to Trust Council. Reviewing all budget proposals. Recommend the appropriate level amount to be held in General Revenue Surplus Fund. Review and approve financial reporting to Trust Council. Present the budget to Trust Council and provide guidance into the decision making process.	August 24, 2016 – Budget Assumptions and Principles reviewed October 19, 2016 – First draft of budget reviewed November 16, 2016 – Second draft of budget reviewed for presentation to Trust Council January 17, 2017 – Reviewed Public Consultation Package
Local Trust Committees	Discuss budget requests and work programs with planning staff. Provide budget requests to Director of Local Planning Services for review and allocation of resources. Be aware of the provisions of Policy 6.3.ii Special Property Tax Requisitions which permits an individual Local Trust Committee to request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees.	All LTCs have included this item on their meeting agendas and submitted their budget requests. The Director of Local Planning Services has summarized these requests in the LTC Budget Request document A request from Salt Spring Island LTC for a Special Property Tax Requisition has been received
Municipalities	As per Policy 7.2.vi Municipal Tax Requisition Calculation all documents used to estimate the municipal tax requisition will be forwarded to the Treasurer of an island municipality for review by December 31 with a request that the island municipality Treasurer submit any concerns about the accuracy and completeness of the municipal tax requisition by February 28 of the following year.	Bowen Island Municipality Finance staff were consulted as detailed in Policy 7.2.vi Municipal Tax Requisition Calculation in December 2016 to confirm the calculation.
Trust Fund Board	Discuss budget requests and work programs with Trust Area Services staff. Endorse all budget requests for the Trust Fund's Board and Program operations.	Trust Fund board has included this item on their meeting agenda and submitted their budget requests. The Director of Trust Area Services has submitted approved budget items

Management	Coordinate the review of budget requirements for their departments in order to meet current Trust Council objectives and service levels. Look for opportunities to incorporate efficiencies and savings in the organization.	Managers have reviewed their individual budget lines and work programs and submitted budget requests where necessary to their Directors. Meetings have been held with the Management Team to review the proposed budget. The Management Team has provided preliminary estimates of projects related to the Strategic Plan adopted by Trust Council in September 2015.
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Public Consultation:

In order to meet Trust Council's continued commitment to transparency and dialogue with the community, a public consultation on the 2017/18 draft budget was undertaken in January/February of 2017, resulting in 69 survey questionnaires being returned.

Role of Trust Council:

The role of the Trust Council at its December 2016 meeting is to review the recommended draft of the 2017/18 budget and to discuss the revenue, expenses and the General Revenue Surplus Fund in detail before the Financial Planning Committee develops a draft budget for public consultation.

At its March 2017 meeting, Trust Council will approve the annual budget and financial plan, after considering the public input received and the recommendations of the Financial Planning Committee. Formal resolutions to direct the preparation of a budget bylaw will be made and the budget bylaw will be presented for consideration during the Trust Council regular business meeting.

**ISLANDS TRUST
2017/18 FINANCIAL PLAN
ASSUMPTIONS AND PRINCIPLES – March 2017**

PROCESS: Each line of the Detailed Budget is reviewed on a needs-basis by the responsible budget manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Local Trust Committees (LTCs) are asked to provide their project needs and review their LTC expense budgets, passing any resolutions required to adopt/modify their budget proposals. The Trust Fund Board requests budget changes to support the goals in its Regional Conservation Plan. Directors review their respective Committee work programs to ensure work plan activities are appropriately funded. The Director of Administrative Services reviews the detailed spending and projects costs on behalf of the organization with respect to completeness and accuracy and compiles the Detailed Budget for the year. The overall Detailed Budget is reviewed by Islands Trust Management Team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December.

A. Inflation

Assumption/Principle

- Where applicable, estimated general growth in expenditures will be based on the Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada.

Status

- The estimated growth in Victoria CPI made available through the Statistics Canada reports in December 2016 is 1.8%.

B. Non-market Growth in Property Taxes

Assumption/Principle

- The property tax base within the Islands Trust Area will grow by 1.0% due to new development activity.
- The Islands Trust uses a report from BC Assessment on non-market growth for the Southern Gulf Islands and Salt Spring to estimate the non-market growth for the Islands Trust Area as a whole, since the assessment value of this area represents approximately 65% of the total for the Islands Trust Area.

Status

- Based on the BC Assessment reports received in December 2016, non-market growth of 1% was included in the budget for general property tax levies.

C. Alternate Funding Through Grants

Assumption/Principle

- The Grants Administrator monitors grant programs to seek opportunities to obtain funding for local trust committees to cover the expense of their program items.
- Management provides the Grants Administrator with an outline of local trust committee proposed projects so specific funding opportunities can be explored.
- Funding of local trust committee programs by grants reduces the requirement for funding through other sources of revenue.
- The annual budget normally includes an estimated amount of contingent grant revenue, to allow for revenue not yet identified. This amount is offset by an equal expense budget for contingent grant expenses. The result is no net effect on the bottom line.

Status

- The Grants Administrator position is a .4 FTE and is focused on LTC projects only. As in previous years', the draft 2017/18 budget will include \$50,000 in contingent grant revenue and offsetting expenses.

D. Staffing Levels

Assumption/Principle

- In most cases, current staffing levels are appropriate to carry out the existing level of services and functions provided by the Islands Trust.
- Decreased staffing levels would result in a reduced level of services or functions.
- New functions or services may require either additional staffing or the deletion of some existing functions or service levels.

Status

- In support of Trust Council resolution TC-2016-004 (March 22, 2016 TC meeting), it is proposed that the temporary, full-time Senior Intergovernmental Policy Advisor position continue to be funded for the period April 1, 2017 to March 31, 2018.
- At its December 2016 meeting Trust Council resolved to fund a temporary, full-time Senior Freshwater Specialist from June 1, 2017 to March 31, 2018.

E. Staffing Costs

Assumption/Principle

- In accordance with the *Islands Trust Act*, staff members at the Islands Trust are appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*. Unionized staff members at the Islands Trust are members of the BCGEU. Their compensation and benefits are subject to union contracts negotiated between the Public Services Agency and BCGEU.
- Excluded (non-union) management staff members are also subject to the *Public Service Act*. They are compensated according to a salary grid approved by the Executive Committee and consistent with the Public Service Agency Policy on Salary Administration for Management Employees. Benefits and related costs are also defined by the Public Service Agency.

Status

- A BCGEU agreement for the period April 1, 2014 to March 31, 2019 is currently in effect. During the fiscal year 2017/18 two reviews are applicable: one on April 2, 2017 (.5% increase) and a further Economic Stability Dividend effective February 4, 2018 (potential 1.0% increase).
- BCGEU contract employees are also eligible for “step” increases as they progress in their positions. A review of eligibility will be undertaken and estimates provided within the budget (in most cases it is assumed that existing staff will have reached the top step during the 2017/18 budget cycle).
- Excluded staff within the Islands Trust received a wage increase in July 2016 (ranging from 2 – 4 %). This budget does not include a provision for an increase during 2017/18.

F. Trustee Remuneration

Assumption/Principle

- Trust Council's Policy 7.2 Trustee Remuneration defines the process for determining the remuneration received by Trustees. As per Section D.2. remuneration is calculated based on four factors.
- The defined annual compensation amounts and the methodology for making adjustments are incorporated into a Trust Council Remuneration Bylaw.
- Section E.5.a) states that “In fiscal years where census results are not available, the previous year's remuneration will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by BC Statistics in December.”

Status

- A new census is available.
- At its February 28, 2017 meeting FPC requested staff draft amendments to the policy which would provide clear direction on changes to trustee remuneration in the year of a census. FPC will review at their May 31, 2017 meeting. Any adjustments recommended by FPC to trustee remuneration will be approved by Trust Council at their June 2017 meeting and will be retroactive to April 1, 2017.

G. Office facilities

Assumption/Principle

- The Islands Trust maintains office facilities for staff in Victoria, and on Salt Spring and Gabriola islands.
- The Islands Trust will continue to lease office space for trustees on Denman, Galiano and North Pender, subject to trustee needs, and subject to Policy 7.4.iv (On-Island Trustee Offices).
- No further increase in space requirements is anticipated at this time.

Status

- The Victoria office lease term expires in September 2017.
- The Northern office (Gabriola Island) lease term expires in November 2017.
- In June 2015, the Islands Trust Council approved the creation of a Select Committee to review the location of the Victoria office. A review was undertaken in 2016/17 and resulted in recommendations to not relocate the office outside of a 32 km radius, and consider the creation of a satellite office for the Southern Planning team. In addition, an anticipated referendum on Salt Spring Island in the fall of 2017 is expected to indicate whether Salt Spring Island will be incorporated as a municipality (potentially by late 2017). Both of these factors could impact future office needs and related leases.
- Should Salt Spring Island vote to incorporate, the Islands Trust expects to contract with the new municipality to provide planning services until 2020. The Salt Spring office lease term expires in February 2018. Future lease decisions will be guided by the Islands Trust Adaptation Strategy, should incorporation proceed.

H. General Revenue Fund Surplus

Assumption/Principle

- Trust Council's policy 6.5.i, section D.6, recommends a minimum level of Surplus as "three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant".
- The Islands Trust receives annual property tax funds in August of each year.

Status

- Based on the 2016/17 forecast, the General Revenue Fund Surplus balance would be \$2.03 million at March 31, 2017. As this amount represents 110% of the recommended minimum level of Surplus, no increase in the General Revenue Fund Surplus is required at this time.
- Islands Trust has not had to borrow funds in the last five years to fund operations prior to receiving the annual property tax funds.
- In the 2016/17 Budget several projects related to the Strategic Plan adopted by Trust Council in September 2015 were funded from the General Revenue Surplus Fund. A similar request has been included in the 2017/18 budget.

I. Provincial Funding

Assumption/Principle

- The provincial government provides annual funding grants to the Islands Trust, consistent with funding levels provided to other small local governments

Status

- For the 2017/2018 fiscal year, the estimated grant amount provided by the Ministry of Community, Sport, and Cultural Development is \$180,000.

J. Local Planning Services

Assumption/Principle

- The Islands Trust Council provides sufficient funding for LTCs to carry out their primary function, which is land use planning and regulatory activities within their local trust area as permitted by the *Islands Trust Act* and consistent with Islands Trust Council Policy 5.9.1. These activities include the development of Official Community Plans and land use regulations and the processing of development applications and referrals from other agencies. Other activities may be undertaken where the Islands Trust Council has delegated additional powers to an LTC.
- LTC development application fees are intended to partially fund the costs of development application processing.
- Local Planning Services' Planner positions are fully staffed to the levels approved by the Islands Trust Council following the 2007 Local Planning Services Review. The budget process may propose new or modified positions.
- Local Planning Services' Bylaw Enforcement positions are fully staffed to the levels approved by the Islands Trust Council following the 2008 Bylaw Enforcement Function Review. The budget process may propose new or modified positions.
- OCP and land use planning project budgets over the long-term will be distributed between LTCs

based on their relative percentage of assessed value, per the resource allocation model.

Status

- All Local Planning Services positions will be fully staffed, with some minor fluctuations due to normal levels of turnover, leaves and workload variations.

K. Planner Resource Allocation

Assumption/Principle

- The current work program system which allocates planner time to LTCs will be maintained.
- Resources will continue to be fairly evenly distributed between the three planning regions (North, South, Salt Spring)

Status

- No updates at this time.

L. LTC Program and Strategic Plan Budget items in 2017/18 Proposed Budget

Assumption/Principle

- The Strategic Plan provides a framework to guide the overall direction of activities for the Islands Trust, to focus finite resources, and to achieve efficiencies where there are common LTC projects.
- Trust Council adopted a new Strategic Plan in September 2015. Estimated budget implications related to these strategies will be reviewed in the fall of 2016 for inclusion in the proposed 2017/18 budget.
- Early in the budget cycle (i.e. July-Sept) LTCs propose budget items for the next fiscal year on the basis of local priorities.
- Management evaluates initial LTC budget proposals against a number of criteria including: Does the proposal support work that is a provincial requirement?; Does the proposal directly support an activity identified in the Strategic Plan?; Does the proposal support work that is a continuation of a current OCP/LUB program?; and Does the proposal support recently adopted OCP policies? Management then prepares a draft budget for FPC discussion and consideration in November.
- FPC considers the draft budget prepared by management and evaluates all budget proposals, including those from LTCs, before recommending a draft budget to Trust Council in December.
- Trust Council provides FPC with direction regarding a further draft of the budget, to be released for public consultation in January and February. Following receipt of public comment and further recommendations from FPC, Trust Council makes the final decision on the overall budget and the individual components in March.
- LTCs have the option of requesting a Special Tax Requisition to raise funds for land use planning activities (or activities related to delegated powers) within their Local Trust Area that were not approved within the general Trust Council budget (see Trust Council Policy 6.3.ii).

Status

- Each LTC has been asked to identify LTC Budget requests for 2017/18, giving consideration to planning capacity to complete requests. In December, trustees will have an opportunity to review and suggest changes to the proposed budgets prior to final adoption of the budget in March 2017.

- A Special Property Tax Requisition request has been received from the Salt Spring Island Local Trust Committee related to the delegated authority to coordinate watershed management through the Salt Spring Island Watershed Protection Authority.

M. Potential Salt Spring Island Incorporation

Assumption/Principle

- The current Salt Spring Island municipal incorporation process was initiated in 2012 when Salt Spring Island's elected officials requested a governance study from the MCSCD.
- The 2012 Governance Study was completed in 2013, its purpose being to identify, through public engagement and review, governance structures on the Island to see if there was support for proceeding to a full incorporation study. The Governance Study Committee recommended to the Minister that an incorporation study be undertaken and in 2015 the Ministry agreed to fund the study at a cost of \$120,000. The purpose of the study was to examine the financial, governance and other implications of municipal incorporation for Salt Spring Island.
- The Incorporation Study Committee (ISC) received a preliminary Salt Spring Island Impact Study (SSIIS) in October 2015. In February of 2016, the ISC requested and received supplementary funding to aid in delivery of the final SSIIS with focus upon a road condition assessment, the hosting of public events, the updating of financial information and any further technical analysis that is required. The study is due in September of 2016
- Concurrent to the SSIIS, in 2015 the Ministry funded a companion report, that being the Islands Trust Impact Analysis (ITIA). The purpose of the ITIA was to 'examine the potential effect of Salt Spring Island incorporation on the Islands Trust in relation to fiscal stability and organizational adaptation.'
- In May 2016, Urban Systems was retained to update the ITIA to ensure that assessed valuations and underlying assumptions were compatible with the SSIIS and other resource documents.

Status

- A Transition Plan has been prepared by the CAO for Trust Council's consideration at September Trust Council. It is estimated that over the three year horizon of the adaption process the costs will be approximately \$200-250,000.
- In order to lessen the financial and staff resource impacts to the Islands Trust through the transition period, application for a grant of \$125,000 has been made to the MCSCD for assistance with the delivery of a full Adaptation Plan and to fund a Transition Manager.

ISLANDS TRUST 2017/18 Budget DRAFT 4 for March TC	2015/16 ACTUAL	2016/17 BUDGET	2016/17 FORECAST	2017/18 BUDGET	Increase (Decrease) 2017/18 Budget from 2016/17 Budget	Increase (Decrease) %
Revenue						
Fees & Sales	132,273	110,000	110,000	110,000	0	
Provincial Grant	123,052	180,000	177,880	180,000	0	
Property Tax Levy - General	6,187,953	6,249,833	6,249,834	6,312,331	62,498	
Property Tax Levy - Bowen	213,766	223,418	223,418	242,680	19,262	
Special LTC Tax Requisition	119,500	110,500	110,500	98,500	(12,000)	
Interest Income	61,233	50,000	60,000	50,000	0	
Grant income for projects	307,846	50,000	15,888	150,000	100,000	
Other Income			8,000			
Total Revenue	7,145,623	6,973,751	6,955,520	7,143,511	169,760	2.4%
Expenses						
Amortization	48,990	65,000	65,000	65,000	0	
Applications sponsored by EC	11,550	5,000	5,000	5,000	0	
Audit	35,462	25,000	17,500	20,000	(5,000)	
Bank Charges & Interest	4,385	8,000	4,000	5,000	(3,000)	
Board of Variance	1,453	1,500	500	1,500	0	
Carbon Offset Purchases	986	1,500	1,500	1,500	0	
Communications	26,123	28,000	28,000	28,000	0	
Contingency	7,882	15,000	15,000	17,500	2,500	
Contract Services	127,956	83,000	160,000	115,000	32,000	
Elections		5,000	0	5,000	0	
Equipment Leases	15,975	15,000	15,000	17,000	2,000	
Insurance	94,195	95,000	107,000	110,000	15,000	
Information Systems	207,308	200,000	200,000	200,000	0	
Islands Trust Fund Administration	84,939	98,000	95,000	103,000	5,000	
Land Title Registrations	2,715	3,000	5,000	3,000	0	
Legal	292,495	254,978	147,000	255,000	22	
Local Trust Committee	90,051	100,900	88,800	103,900	3,000	
Meetings	119,958	127,300	140,000	139,000	11,700	
Memberships	9,455	17,500	12,000	15,000	(2,500)	
Notices - Statutory & Non-Statutory	15,710	18,000	31,000	18,000	0	
Office	447,503	459,642	458,000	475,200	15,558	
Recruitment	18,586	5,000	5,000	5,000	0	
Safety	5,971	5,000	5,000	5,000	0	
Salaries & Benefits	4,003,460	4,350,912	4,139,493	4,509,978	159,066	
Telephone	69,769	90,150	61,050	53,200	(36,950)	
Training	115,330	132,450	114,320	141,000	8,550	
Travel	76,332	81,500	76,000	86,500	5,000	
Trustee Remuneration	527,976	529,576	529,578	540,233	10,657	
Operating Budget Subtotal	6,462,515	6,820,908	6,525,741	7,043,511	222,603	3.3%
CAPITAL						
Information Systems related	22,829	71,500	80,000	71,500	0	
Office	18,825	25,000	25,500	30,000	5,000	
Capital Subtotal	41,654	96,500	105,500	101,500	5,000	5.2%
PROJECTS						
Project - Funded by Grants	307,846	50,000	15,888	150,000	100,000	
Project - Funded by Special requisition	119,500	110,500	108,000	98,500	(12,000)	
Strategic Plan objectives		135,000	56,523	203,000	68,000	
LTC Projects	160,825	144,100	65,477	172,000	27,900	
Projects Total	588,171	439,600	245,888	623,500	183,900	41.8%
Total Expenditures	7,092,340	7,357,008	6,877,129	7,768,511	411,503	5.6%
Net Surplus (Shortfall) (Revenues - Expenditures)	53,283	(383,257)	78,391	(625,000)	(241,743)	
Add non-cash Item - amortization	48,990	65,000	65,000	65,000	0	
Transfer from GR Surplus Fund	42,981	318,257		560,000	241,743	
Surplus (deficit)	145,254	0	143,391	0	0	

Islands Trust											
Projects											
2017/18 Draft 4 Proposed Budget											
					STRATEGIC						
			OTHER	LTC	PLAN	Notes					
Funded by other sources	Funded by Grants			50,000							
offsetting revenue accounts	Funded by Special Property Tax Requisition			98,500							
	Funded by Prov Govt - Transition Plan		100,000								
	above not included in totals										
STRATEGIC PLAN	Technology investment to support electronic meetings			30,000							
	Policy Statement Review			48,000		transfer from General Revenue Surplus Fund of \$47,000 (unspent from 2016/17)					
	LPC Housing Needs Assessment Strategy			40,000							
	TPC water and marine conservation			25,000							
OPERATIONAL	Electronic Data Management		20,000								
	Potential office move/renovation		30,000								
LPS	C2C Funding - First Nations		10,000			\$20,000 cost offset by \$10,000 grant					
LTC	Denman			6,000		Details in LTC project request details					
	Gabriola			8,500							
	Galiano			14,500							
	Gambier			15,000							
	Hornby			2,000							
	Lasqueti			8,000							
	Mayne			14,500							
	N. Pender			19,000							
	Salt Spring			60,000							
	Saturna			8,000							
	S. Pender			8,500							
	Thetis			7,000							
	Ballenas Winchelsea			1,000							
	TOTAL		60,000	172,000	143,000						

2017/18 LTC EXPENSE BUDGET

Total 2017/18

	615-Denman	620-Gabriola	625-Galiano	630-Gambier	635-Hornby	640-Lasqueti	645-Mayne	650-N.Pender	655-Salt Spring	660-Saturna	665-S.Pender	670-Thetis	Ball/Winch	
population	1165	4033	1044	247	1016	399	949	2067	10640	354	235	389		22538
% of population	5%	18%	5%	1%	5%	2%	4%	9%	47%	2%	1%	2%		100%
% of assessed values (previous year)	4%	13%	7%	7%	5%	2%	7%	10%	39%	3%	2%	2%		100%
LTC EXPENSES														
LTC Meeting Expenses	4,500	4,750	5,500	4,750	2,750	1,250	1,500	4,000	7,000	2,500	2,000	1,000		41,500
APC Meeting Expenses	600	600	500	500	500	500	500	600	1,500	500	500	500		7,300
Communications	500	1,250	500	1,000	1,000	1,000	1,000	500	1,250	300	300	1,000		9,600
Special Projects	500	1,000	500	500	500	500	500	500	4,500	500	500	500		10,500
SUB-TOTAL EXPENSES	6,100	7,600	7,000	6,750	4,750	3,250	3,500	5,600	14,250	3,800	3,300	3,000	0	68,900
Projects	6,000	8,500	14,500	15,000	2,000	8,000	14,500	19,000	60,000	8,000	8,500	7,000	1,000	172,000
TOTAL	12,100	16,100	21,500	21,750	6,750	11,250	18,000	24,600	74,250	11,800	11,800	10,000	1,000	240,900
% of total project expenses	5%	7%	9%	9%	3%	5%	7%	10%	31%	5%	5%	4%		

PROJECT CODE

DENMAN

Project

Budget

First Nations Relationship Building	\$	1,000.00
Denman Farm Plan Implementation	\$	3,500.00
Targeted OCP/LUB Amendments	\$	1,500.00
TOTAL PROJECTS	\$	6,000.00

Strategic Plan

Prov. Requirement

Continuation of
existing OCP/LUB

Newly Adopted Policy
in OCP

Notes

x

Potential Protocol Agreement with K'omoks

x

Marine, RAR or housing amendments

PROJECT CODE		Project	Budget					
Ballenas	Winchelsea			Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		First Nations Relationship Building	\$ 500.00	x				
		Crown Islet Advocacy	\$ 500.00	x				
		TOTAL PROJECTS	\$ 1,000.00					

PROJECT CODE	GABRIOLA	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		Housing Options Review	\$ 2,500.00	x		x		TC approved \$40,000 budget for housing needs assessments. \$5,000 for bylaw amendments Potential Protocol Agreement with Snuneymux'w
		Housing Needs Assessment	\$ 5,000.00	x				
		First Nations Relationship Building	\$ 1,000.00	x				
		TOTAL PROJECTS	\$ 8,500.00					

PROJECT CODE		Budget					Notes
GALIANO	Project		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	
	Dock Review	\$ 4,500.00					continuation of 2016-17 project
	Telecommunications Strategy	\$ 5,000.00					completion / implementation of 2016 - 17 project
	OCP / LUB	\$ 5,000.00					specific project to be determined (technical amendments, forest policy)
	TOTAL PROJECTS	\$ 14,500.00					

PROJECT CODE

GAMBIER

Project

Budget

Gambier Island OCP Review
DAI Bylaws
Foreshore Protection
First Nations Relationship Building
TOTAL PROJECTS

\$ 5,000.00
\$ 1,500.00
\$ 8,000.00
\$ 500.00
\$ 15,000.00

Strategic Plan

Prov. Requirement

Continuation of
existing OCP/LUB

Newly Adopted Policy
in OCP

Notes

x
x
x
x

x

Targeted review

Continuation of St'a'pas Working Group

PROJECT CODE

HORNBY

Project

Budget

First Nations Relationship Building	\$	500.00
Ford Family Orchard Heritage Protection	\$	500.00
Review of Vacation Home Rentals	\$	1,000.00
TOTAL PROJECTS	\$	2,000.00

Strategic Plan

Prov. Requirement

Continuation of
existing OCP / LUB

Newly Adopted Policy
in OCP

Notes

x				Potential C2C Forum with K'omoks
x	x			

PROJECT CODE

LASQUETI

Project

Budget

OCP/LUB Review

\$ 7,000.00

First Nations Relationship Building

\$ 1,000.00

TOTAL PROJECTS

\$ 8,000.00

Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
x		x		Targeted review
x				Potential Protocol Agreement with Qualicum

PROJECT CODE	MAYNE	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		Commercial Land Use Review	\$ 4,500.00			x		
		RAR Implementation	\$ 5,000.00	x	x	x		
		OCP / LUB Amendments	\$ 5,000.00					specific project(s) TBD
		TOTAL PROJECTS	\$ 14,500.00					

PROJECT CODE		Budget					Notes
N. PENDER	Project		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	
	Land Use Planning for Waste Management (completion)	\$ 7,000.00		x			Communications, CIM, legal, Public hearing, contingency communications, CIM, Public hearing, contingency CRD undertaking housnig needs assessments. \$2,000 for possible bylaw amendments. to commence LUB or OCP amendment project
	Housing (secondary suites)	\$ 5,000.00				x	
	Housing (Needs Assessment)	\$ 2,000.00				x	
	OCP / LUB	\$ 5,000.00		x			
	TOTAL PROJECTS	\$ 19,000.00					

SALT SPRING	PROJECT CODE	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
Project #1	4014	Watershed Management (exclusive of delegated authority 4045)	\$ 20,000.00	1.1; 4.1; 4.2		yes	no	Consultation Program; Specialist Consultation; Facilitated Meeting Costs; Legal Review; Advertising, etc.
	4015		\$ 2,000.00					
Project #2	4020	Ganges Village Planning - Harbourwalk	\$ 4,000.00	5.3		yes	no	Public Hearing; Legal Review; Advertising; Communications
Project #3	4021	TUP's for secondary Suites and Cottages (Bylaw 471)	\$ 2,000.00	5.2		no	no	In case adoption of Bylaw 471 is delayed (Legal Review and Meeting Costs)
Project #4	4057	Land Uses in Rural Watersheds	\$ 1,000.00	5.6		yes	no	Potential changes to Project Charter, lead to caution to include project into next fiscal; Advertising; Communications
Project #5	4068	Integrated Community Sustainability Plan	\$ 20,000.00	3.1; 5.2; 8.2	No. Consider LGA 484: DAI	yes	no	Consultation Program; Specialist Consultation; Facilitated Meeting Costs; Legal Review; Advertising, etc.
Project #6	4058	First Nations Heritage Conservation	\$ 1,000.00	6.2		yes	no	Possible further background research; Meeting Costs; Consultation Program
	4030	Proposed National Marine Conservation Area Reserve - Internal Boundaries	\$ 2,000.00	2.2		yes	no	Recent media announcements suggest Parks Canada is ready to proceed with this project thus: Consultation Program; Meeting Costs; Legal Review; Advertising, etc.
	2007	Bylaw Review - Procedural Updates	\$ 3,000.00	7.1; 7.2	LGA 547 (LUC)	no	no	Development Approval Information Bylaw, Land Use Contracts (LUC), Bylaw Enforcement Policies; Soil Bylaw update, Outer Islands; Background Research
		Affordable Rental Housing: Cottages	\$ 4,000.00	5.2		no	no	Consultation Program; Meeting Costs; Legal Review; Advertising, etc.
		Marine Environment Protection	\$ 1,000.00	1.6; 2.1		no	no	Background Research; Scoping; Meeting Costs; Consultation Program
		OCP and LUB Review - Housing for Farm Workers; Subdivision for a Relative		5.1		no	no	Background Research
		Update the Farmland and Agricultural Land Reserve Inventory				no	no	Early Consultation Program (primarily with Ministry of Agriculture and agricultural community)
TOTAL PROJECTS			\$ 60,000					

PROJECT CODE	SATURNA	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		LUB Technical Review	\$ 6,000.00					to review and update references in LUB
		First Nations relations	\$ 2,000.00					costs associated with LTC priority to strengthen relations with first nations
		TOTAL PROJECTS	\$ 8,000.00					

PROJECT CODE		Budget					Notes
S. PENDER	Project		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	
	OCP / LUB Amendments	\$ 6,000.00					heritage designation, agricultural review
	LUB Review (completion)	\$ 2,500.00					completion of LUB review (public hearing)
	TOTAL PROJECTS	\$ 8,500.00					

PROJECT CODE

THETIS

Project

Budget

RAR Implementation	\$	1,500.00
OCP/LUB Review	\$	1,500.00
First Nations Relationship Building	\$	500.00
Thetis Assoc Islands LUB bylaw amendment - Ruxton Island Private Moorage	\$	1,500.00
Thetis Associated Islands OCP/LUB	\$	2,000.00
TOTAL PROJECTS	\$	7,000.00

Strategic Plan

Prov. Requirement

Continuation of existing OCP/LUB

Newly Adopted Policy in OCP

Notes

x	x			
x				Targeted review
x				
x				

PROJECT CODE

LPC

Project

Budget

Housing Needs Assessments (Trust Council approved in September 2016)

\$ 40,000.00

TOTAL PROJECTS

\$ 40,000.00

Strategic Plan

Prov. Requirement

Continuation of existing OCP/LUB

Newly Adopted Policy in OCP

Notes

x

Islands Trust			
Staffing			
2017/18 Draft 4 Proposed Budget			
No Changes to Current Staffing Levels		Budget Assumptions & Principles Item D.	
Senior Intergovernmental Advisor	In March 2016 Trust Council approved funding for a temporary Senior Intergovernmental Policy Advisor for two years (June 1, 2016 to March 31, 2018). This proposal sought to advance two important issues for the Islands Trust; strengthening relationships with First Nations and improving the process and clarifying roles for responding to marine threats.		97,178
Senior Freshwater Specialist	On December 6, 2016, Trust Council approved funding a temporary, full-time Senior Freshwater Specialist position from June 1, 2017 to March 31, 2018. This proposal seeks to fulfil the Strategic Plan objective to “protect quality and quantity of water resources”.		78,395
	TOTAL		175,573

To: Financial Planning Committee

For the Meeting of: February 28, 2017

From: Pamela Hafey, Communications Specialist

Date prepared: February 15, 2017

SUBJECT: PUBLIC FEEDBACK ON 2017-2018 BUDGET PROPOSAL

DESCRIPTION OF ISSUE:

- The public completed 69 surveys within the January 20, 2017 - February 17, 2017 public consultation period for the Islands Trust Council's 2017-2018 budget proposal. The public did not send any comments through email. This compares to 121 surveys and 35 email comments received in 2016.

BACKGROUND:

- Under its Terms of Reference, the Financial Planning Committee (FPC) has responsibility for representing the interests of Council, Executive Committee and Council Committees throughout the budget process, which includes designing the process for public input.
- Executive Committee has the budget and responsibility for delivering an effective public relations program, which includes budget public consultation.
- At its November 16, 2016 meeting, the FPC directed staff to develop public consultation based on the previous year.
- Islands Trust purchased black and white ads in five newspapers (Bowen Undercurrent, Island Tides, Driftwood, Gabriola Sounder and Denman-Hornby Grapevine) and two online banner ads – Bowen Forum and Salt Spring Exchange.
- Similar to budget consultation in 2016, the Islands Trust gathered feedback on both the budget and the preferred methods for communicating with islanders via an anonymous survey that does not provide statistically valid responses.
- Noteworthy observations about the feedback are listed below:
 - Of the completed surveys, the local trust areas with the most respondents included Salt Spring Island (21), followed by Gabriola and Galliano (11 each), and Gambier (8).
 - There were no surveys completed by Saturna or Lasqueti island residents.
 - Media and social media monitoring revealed that:
 - Trustee Laura Busheikin promoted the consultation on Denman Island's Facebook page and through her column in the Grapevine;
 - Trustee Melanie Mamoser posted on a Gabriola Island Facebook page;
 - Trustee Derek Masselink retweeted an Islands Trust post on Twitter;
 - a Thetis Island blog post provided information on the consultation;
 - Bowen Island Municipality (BIM) promoted the budget consultation to its email subscribers and on the news section of the BIM website; and
 - Trustee Dan Rogers promoted the budget to Keats residents via email
 - Islands Trust Chair Peter Luckham promoted the budget through one radio interview.

- The Saturna Scribbler published the news release (complete copy) and the Driftwood, Denman-Hornby Grapevine and Island Tides carried news articles on the consultation.
- Email from Islands Trust continues to be the respondents' main source of information (19), as well as their preferred method of receiving information (28), along with local newspapers and the Islands Trust website.

ATTACHMENT(S):

1. Survey feedback on 2017-2018 budget proposal
-

AVAILABLE OPTIONS:

- 1) Receive the attached information for consideration when making final budget recommendations to the Trust Council.
- 2) Make recommendations to the Executive Committee on budget consultation methods for subsequent years.

FOLLOW-UP:

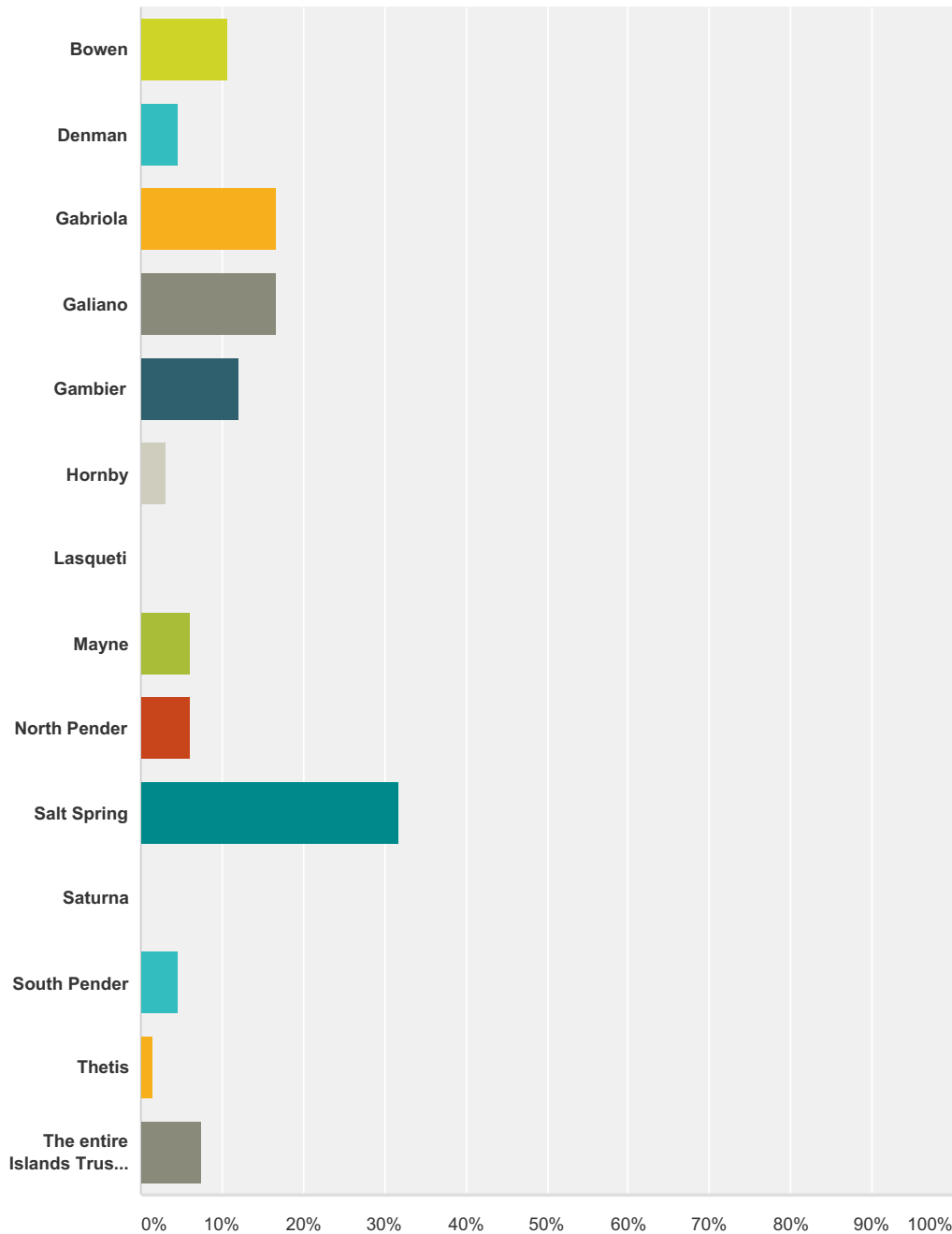
The attachment will be included in the Trust Council's March 14-16, 2017 meeting agenda package.

Prepared By: Pamela Hafey, Communications Specialist

Reviewed By/Date: Clare Frater, Director, Trust Area Services

Q1 Which island or local trust area do you feel most connected with? (You can select more than one.)

Answered: 66 Skipped: 3



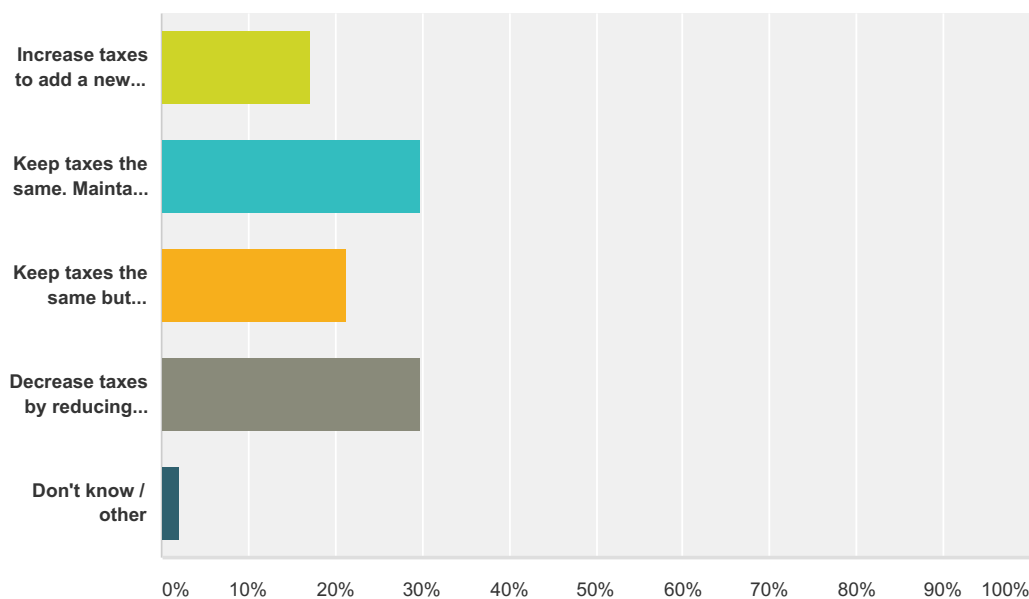
Answer Choices	Responses
Bowen	10.61%7
Denman	4.55%3
Gabriola	16.67%11

Galiano	16.67%	11
Gambier	12.12%	8
Hornby	3.03%	2
Lasqueti	0.00%	0
Mayne	6.06%	4
North Pender	6.06%	4
Salt Spring	31.82%	21
Saturna	0.00%	0
South Pender	4.55%	3
Thetis	1.52%	1
The entire Islands Trust Area	7.58%	5
Total Respondents: 66		

#	Other (please specify)	Date
1	Keats Island	2/1/2017 9:44 AM
2	Keats Island	1/31/2017 8:00 PM
3	Pasley Islamd	1/31/2017 1:02 PM

Q2 Thinking about the Islands Trust budget, which of the following budget principles do you support? [SELECT ONE and please explain your choice]

Answered: 47 Skipped: 22



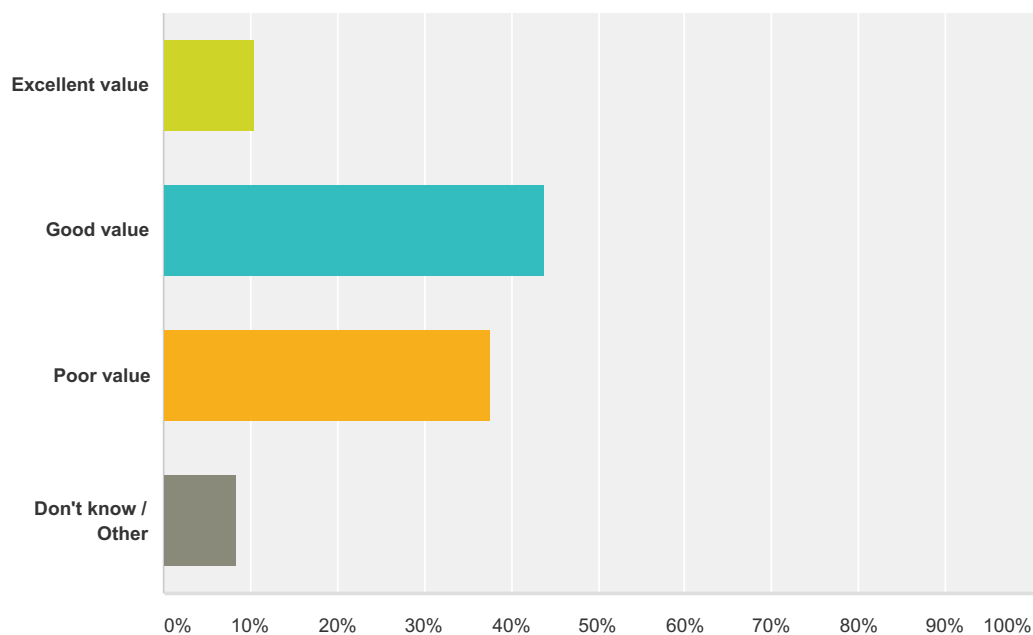
Answer Choices	Responses
Increase taxes to add a new program or improve / increase existing services or programs (e.g. more advocacy, more bylaw enforcement or new long term planning to adapt to changes in the Islands Trust Area)	17.02% 8
Keep taxes the same. Maintain staffing, services and programs at current levels.	29.79% 14
Keep taxes the same but decrease spending in some areas while increasing spending in other areas.	21.28% 10
Decrease taxes by reducing services and programs from current levels.	29.79% 14
Don't know / other	2.13% 1
Total	47

#	Please explain your choice. In which areas would you reduce or increase spending?	Date
1	Happy with things as they are	2/10/2017 10:06 AM
2	Increase spending to ACHIEVE some attainable housing by decreasing administration, study and moving costs.	2/9/2017 6:21 PM
3	I dont think there can never be enough advocacy/bylaw enforcement/ongoing term planning regarding our environment and responsible and accountable land use of the precious Gulf Islands.	2/5/2017 5:30 PM
4	Excessive bureaucracy for tiny areas.	2/3/2017 9:33 PM
5	Reduce spending on SSIWPA and watershed management. The Islands Trust doesn't have the authority to "manage" water, and they are overstepping their authority by trying to do so. Coordination and tracking of work various agencies would be acceptable, but Islands Trust trustees and staff/contracted staff do not have the management or administrative expertise necessary for this role.	2/1/2017 11:12 AM

6	administrative costs too high - would like further disclosure on spending. \$7.7 million budget with only \$375k to projects. it appears that ~93% of operating budget is admin. Where's the accountability and disclosure?	2/1/2017 9:49 AM
7	Increase taxes when needed to maintain programs. Worry about continually adding new staff.	1/31/2017 10:06 PM
8	I believe general dock maintenance could be improved. Also some of the work in the recent past does not have the quality of professional tradesman.	1/31/2017 1:20 PM
9	Current levels are sufficient for all our needs, although a downtown/street- front office for the Trust and CRD would be a great asset	1/29/2017 10:26 AM
10	I think that using surpluses from previous years is not the proper option. Just because there was lower costs one year and leaving a surplus, or an expense was lower than budgeted, I don't think should suggest taking any previous surplus funds to cover upcoming increased costs. Surpluses shouldn't be used in my mind, they should be carried forward, adjust the next years taxes to cover anticipated expense increases and one day any surplus will come in handy when an expense does come in over budget or there are/is any unforeseen expense, forest fire, major emergency. I think that surpluses should be put in a contingency and used just for that, an immediate emergency requiring funds. Just my two bits, sorry.	1/27/2017 6:42 PM
11	Allows maintains services	1/27/2017 10:40 AM
12	I support the Islands Trust work in advocacy, investigating fresh water options and bylaw enforcement.	1/25/2017 4:54 PM
13	I would prefer that Trust Council 'tread lightly' on taxpayers who are under taxation pressure from other levels of government. Increased property assessments, rising hydro costs, ferry fares going up, etc. are causing hardship among some islanders. Trust Council might consider moderating its activist tendencies in areas like First Nations relations; it doesn't represent those interests -- the federal government does. Creating a special department and staff positions exposes non-aboriginal residents to hazards of a pc agenda. Not necessary.	1/25/2017 12:03 PM
14	Maintaining current levels If services and programs would not require an increase in taxes.	1/24/2017 1:40 PM
15	I believe advocacy is a key area for more spending.	1/24/2017 11:55 AM
16	Issues facing Islands Trust are many and complex. I believe they are more than the existing budget can effectively work through and the priorities are not the same from one island to the next.	1/23/2017 10:01 PM
17	less committees, less reports, more action	1/23/2017 10:43 AM
18	Reduce spending in all areas. The LTCs already punch way above their weight in terms of the work they do. Cut the massively excessive red tape and allow the LTCs to do more of the work at a fraction of the cost. Quit changing things; I mean I know so many jobs depend on people creating change for the sake of change but two steps forward, two sideways, two backwards and two to the other side ... guess where you are? I believe the Islands Trust has driven SSI to seriously consider leaving because of the lack of value for their Islands Trust tax dollars.	1/21/2017 10:20 PM
19	Increase planning staff, dedicate more resources to affordable housing.	1/21/2017 12:16 PM
20	Land use planning must include, and if necessary expand, advocacy to higher levels of government, for the protection of the surrounding waters. The marine protection areas must be put in place immediately and the Islands Trust mandate must make this a priority. If this means reorganizing funding or increasing taxes then do what is required.	1/21/2017 7:25 AM
21	It is unclear to me why Salt Spring with a population of roughly 10,000 have \$60,000 in project funding (\$6 per capita) and Gabriola with a population of 4045 has project funding of \$8,500 (\$2 per capita). I am aware of many critical needs on Gabriola, which by the way is not talking about incorporation, and soundly defeated a move towards incorporation in a referendum a few years ago. This disproportionate approach to budgeting simply fuels the desire of those who think we would get a better deal by being a municipality.	1/20/2017 7:53 PM
22	How much is spent on travel to "meetings"? How much of this "work" could be done by SKYPE? (In the "portable" behind the hospital there is a meeting room with THREE big screens.) Reduce bylaw enforcement (aka bullying of less affluent providers of housing); more on ACTUAL help with housing our homeless.	1/20/2017 6:34 PM
23	The property prices in Vancouver, the Lower Mainland, Victoria and other parts of Vancouver Island have increased with an unknown outcome. I think we need the settling and then think again.	1/20/2017 6:23 PM
24	We can affect LTC priorities and expenditures, but strategic projects and priorities, which we have little effect on, change and vary annually. I assume this does not include the ongoing routine operational and administrative costs. Happy to see reasonable expenditures vary as the needs evolve.	1/20/2017 5:31 PM

Q3 Approximately 19% (\$1.4 million) of the Islands Trust budget pays for Trust Area-wide functions such as land conservation, communications, advocacy, First Nations relations and policy development. How much value for your tax dollars do you think you receive for this work? (SELECT ONE and please explain your choice)

Answered: 48 Skipped: 21



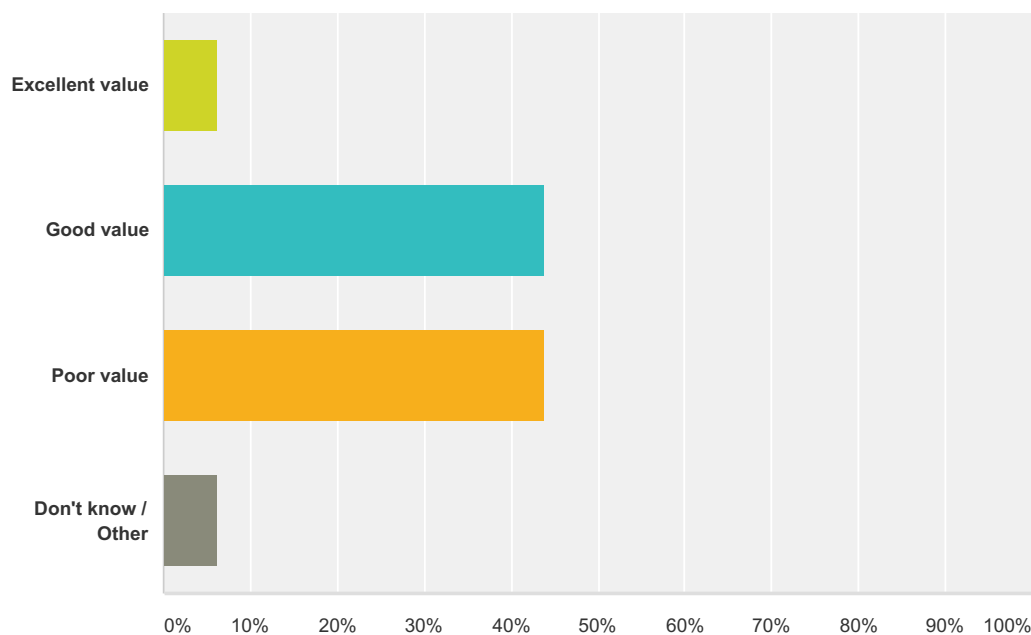
Answer Choices	Responses
Excellent value	10.42% 5
Good value	43.75% 21
Poor value	37.50% 18
Don't know / Other	8.33% 4
Total	48

#	Please explain your choice	Date
1	important work	2/10/2017 10:06 AM
2	I appreciate efforts in those areas specified.	2/9/2017 6:21 PM
3	I moved to Gabriola 7 yrs ago & am enjoying rural living ... sometimes politics get in the way but at the end of the day you do need some rules to follow & for these I think I get what I pay for	2/9/2017 2:24 PM
4	I am learning just how much Island Trust is in partnership with any number of conservationist NGO'S in preserving and protecting endangered ecologically important lands.	2/5/2017 5:30 PM

5	we need to count on our locals, volunteering and education, not paying for more "experts" people to put in more laws and raising taxes. We also need to tax resources that are being used to make products that are shipped off island at a profit.	2/4/2017 10:46 AM
6	The First Nations are too aggressive in their interventions.	2/3/2017 9:33 PM
7	The Salt Spring Trustees are more focused on their own agendas and do not represent the interests of Salt Springers well. The planning office does not have the expertise to understand the larger picture and the engineering behind needed infrastructure projects. There is also a major lack of respect by the Islands Trust for other agencies and the work they do.	2/1/2017 11:12 AM
8	actually only looks like \$385k http://www.islandstrust.bc.ca/media/342084/2017islandstrustbudget.pdf	2/1/2017 9:49 AM
9	I'm not very familiar with all this, However, First Nations Relations should be given very reasonable attention.	1/31/2017 1:20 PM
10	This is very important work and a big part of the benefit of so many members of communities that often get ignored by government.	1/31/2017 1:14 PM
11	My wife and I - have only lived on Salt Spring for 2 1/2 years, it would be premature in my mind to comment any further. It does appear to be fine, conservation, relations and policy seem fair. I do however feel that communications, certainly in this day, is or seems rather high. Is this because of so many people that are older/who do not realize there are other forms of communication other than a newspaper, radio, tv or the telephone? Possibly soliciting (if you haven't already done this) voters could give you help how best to spend that money effectively?	1/27/2017 6:42 PM
12	No plans for the preservation of historical sites or heritage buildings	1/27/2017 10:40 AM
13	I like to see more education programs or sessions for our youth	1/26/2017 6:41 PM
14	Working together for shared results is the essential purpose of the Trust in my opinion.	1/25/2017 4:54 PM
15	Please confine your efforts to the original simple mandate and object of the Trust.	1/25/2017 12:03 PM
16	I feel there should be a very detailed and in depth audit of monies paid for advocacy, First Nations relations and land conservation as monies for these purposes seems to be not accounted for to ensure value for dollars spent.	1/24/2017 1:40 PM
17	Way too much money spent on these.	1/24/2017 5:19 AM
18	where are the signs, Islands Trust stands with Lelu, NO LNG etc.	1/23/2017 10:43 AM
19	There's probably good value but nothing comes to mind particularly about achievements in these areas.	1/22/2017 10:08 AM
20	I do not follow Trust-wide functions well enough to have an opinion on the value relative to the cost.	1/21/2017 12:16 PM
21	We might be getting good value, but I am not aware of what the Trust is doing in this regard. Case in point, we are in the midst of an historic First Nations settlement which could have significant impacts for Gabriola. I would like to see more support for Local Trust Committees and Trustees within a broader policy framework. This is where the rubber hits the road; policy is only useful in its application and how it supports decisions at the local level.	1/20/2017 7:53 PM
22	I know the islands have been around for a long time, but things are changing fast now, the needs seem greater, the ideas are upbeat and some grandiose....but we're looking at it. Solar has increased, electric cars innovation has increased....where will all this go...somewhere good. Farming and sustainability interest has perked up with local initiatives stimulated. Good because we're still happening.	1/20/2017 6:23 PM
23	Difficult to herd cats, doing a good job.	1/20/2017 5:31 PM

Q4 About 56% (\$4.3 million) of the Islands Trust budget pays for land use planning (public meetings, development applications, zoning) and bylaw enforcement, except on Bowen Island where the Bowen Island Municipality provides these services. How much value for your tax dollars do you think you receive for this work? (SELECT ONE and please explain your choice)

Answered: 48 Skipped: 21



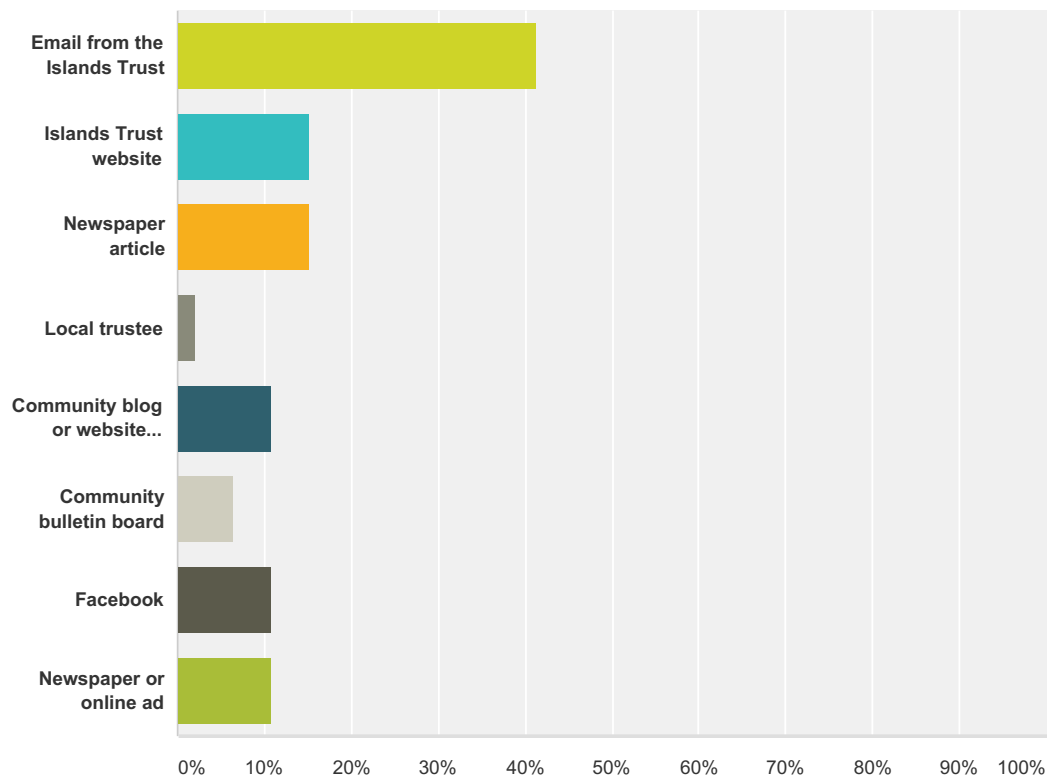
Answer Choices	Responses
Excellent value	6.25% 3
Good value	43.75% 21
Poor value	43.75% 21
Don't know / Other	6.25% 3
Total	48

#	Please explain your choice	Date
1	land use planning is an important part of the Islands Trust	2/10/2017 10:06 AM
2	That's a lot of administration.	2/9/2017 6:21 PM
3	see answer in #3	2/9/2017 2:24 PM
4	as above	2/5/2017 5:30 PM
5	less "services/government" to count on means people are more careful and more inclined to step up themselves.	2/4/2017 10:46 AM
6	I can't wait for incorporation and the hiring of staff that actually know what they're doing.	2/1/2017 11:12 AM

7	more disclosure required. transparency = accountability	2/1/2017 9:49 AM
8	Perhaps 56% is a little high,	1/31/2017 1:20 PM
9	I just don't see a lot of good results here. We have major industry pushing it's way into sensitive ecological areas that we should be protecting. It seems industry makes bold announcements for jobs and tax revenue up front and the reality is destruction to the area, loss of tourism dollars and a deterioration of lifestyle in the great outdoors. Howe Sound is a perfect example with Burnco pushing into McNab and the LNG plant. Local communities are screaming because we have already lived through this in recent history, yet government refuses to listen and is set on destroying this world class ecological treasure. We need to ban together and protect our environment.	1/31/2017 1:14 PM
10	Only problems seem to be in enforcement of by-laws which have been contravened - especially by new-comers to the Trust Area who do not understand the rural nature of the Islands	1/29/2017 10:26 AM
11	i think there needs to be a local streetfront office, easily accessible so people can come in for info and services 5 days a week-this would make the trust more accessible and visible to the general public who i think feel a bit isolated from processes.	1/28/2017 8:24 AM
12	I again feel that we haven't been here long enough to quantify any complaints. However I do know that there seems to be a lot of construction on Salt Spring that definitely has been done without any permits. I think something like the Fire Department issues with their fire permits, a pamphlet that outlines to owners what they can and cannot do without a permit? just a suggestion, my apologies if you have done this previously. I do know redacted there are some people who do things and do it without anyone knowing.	1/27/2017 6:42 PM
13	I live on Bowen.	1/26/2017 2:34 PM
14	Since Bowen doesn't participate in these services it doesn't apply to us.	1/25/2017 4:54 PM
15	My impression is that our Mayne Island LTC operates cost-effectively.	1/25/2017 12:03 PM
16	I feel there should be a very detailed and in depth audit of monies paid for land use planning and bylaw enforcement as monies for these purposes seems to be not accounted for in order to ensure value for dollars spent. Bylaw enforcement on Pender Island is almost non-existent.	1/24/2017 1:40 PM
17	Money grab	1/24/2017 5:19 AM
18	Bylaw enforcement? Probably could do better here. Processes take far too long for results to be achieved. Makes tax payer cynical. eg. new or adjusted OCP's, development permits, What are the major problems that need to be solved immediately? Do they match priorities?	1/23/2017 10:01 PM
19	land use planning recently revised bylaw based on a north vancouver law about building a garage or cabin on property before building a house.	1/23/2017 10:43 AM
20	The OCPs and LUBs seem good, but annually I'm not sure I notice a lot of public meetings, development applications, rezonings or bylaw enforcement happening. I suppose when you look at the number of islands and people, it probably quickly adds up to that dollar figure.	1/22/2017 10:08 AM
21	I am only familiar with Salt Spring's land use planning, so can't speak about Trust-wide value, but have experienced good service on Salt Spring given the resources available. Resources have often been a problem though, with staff turnover and/or (my impression) of not enough staff for the workload.	1/21/2017 12:16 PM
22	We are under-resourced and often have planners who come from other places and when they get here they don't stay. They do their best but who can blame them for moving on to more robust institutions with adequate resources.	1/20/2017 7:53 PM
23	Bylaw "enforcement," of unenforceable bylaws should be curtailed.	1/20/2017 6:34 PM
24	I think good...but I see meetings where people speak but do they get heard? Local initiatives seem to take too long to get approval. Good ideas can't wait forever....such as affordable housing.	1/20/2017 6:23 PM
25	Reasonable costs for reasonable, effective land use planning.	1/20/2017 5:31 PM

Q5 How did you hear about this survey? (You can select more than one answer)

Answered: 46 Skipped: 23



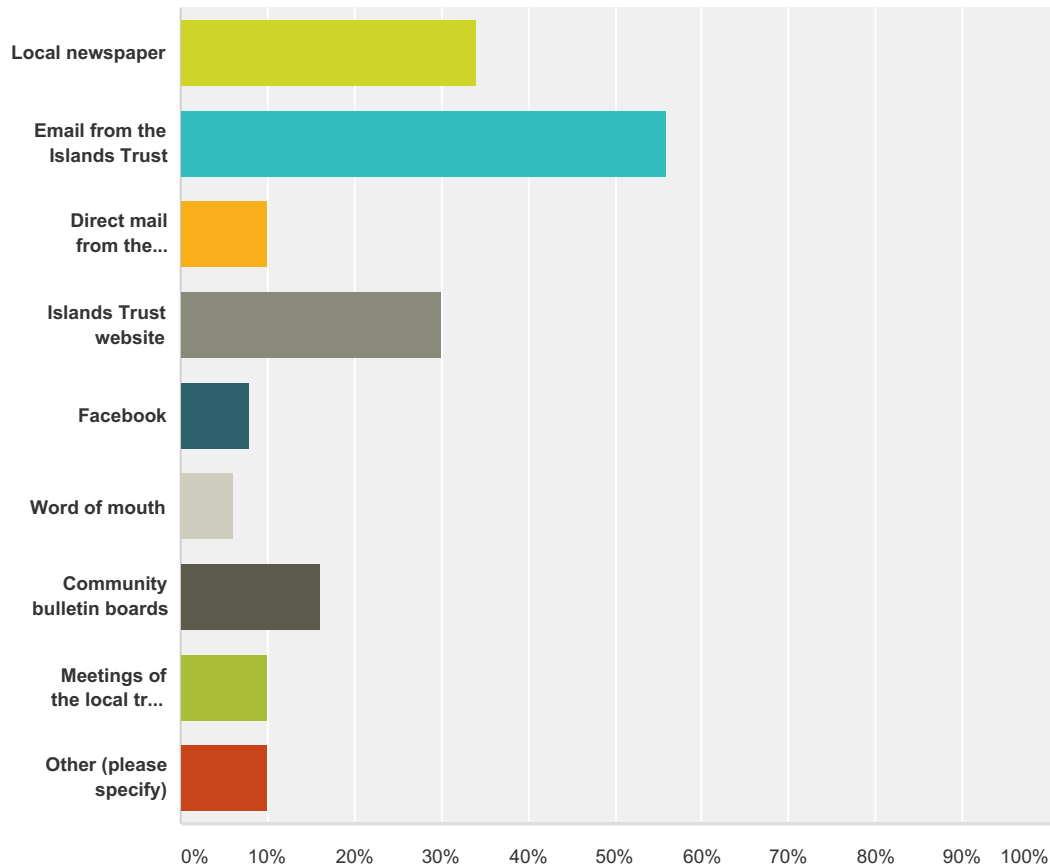
Answer Choices	Responses
Email from the Islands Trust	41.30% 19
Islands Trust website	15.22% 7
Newspaper article	15.22% 7
Local trustee	2.17% 1
Community blog or website (non-Islands Trust)	10.87% 5
Community bulletin board	6.52% 3
Facebook	10.87% 5
Newspaper or online ad	10.87% 5
Total Respondents: 46	

#	Other (please specify)	Date
1	Salt spring exchange	2/9/2017 6:23 PM
2	Gabriola Sounder	2/8/2017 7:33 PM
3	From a friend	1/30/2017 5:05 PM
4	Form our neighbour on Gulf Drive on Galiano	1/30/2017 12:20 PM

5	Email from neighbor	1/28/2017 7:39 PM
6	Driftwood Newspaper advertisement	1/27/2017 6:48 PM
7	The online Bowen Phorum	1/25/2017 4:55 PM
8	mail prompting	1/20/2017 6:24 PM

Q6 How do you prefer to receive information from the Islands Trust? Select all that apply.

Answered: 50 Skipped: 19



Answer Choices	Responses
Local newspaper	34.00% 17
Email from the Islands Trust	56.00% 28
Direct mail from the Islands Trust	10.00% 5
Islands Trust website	30.00% 15
Facebook	8.00% 4
Word of mouth	6.00% 3
Community bulletin boards	16.00% 8
Meetings of the local trust committee	10.00% 5
Other (please specify)	10.00% 5
Total Respondents: 50	

#	Other (please specify)	Date
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1	Salt spring exchange	2/9/2017 6:23 PM
2	Ad on saltspring exchange	2/7/2017 9:17 AM
3	What happened to PlaceSpeak?	1/30/2017 4:49 PM
4	cutting down communications costs could be very effective	1/27/2017 6:48 PM
5	twitter	1/24/2017 11:56 AM

Q7 Is there anything else you would like to tell Trust Council about its proposed 2017-2018 budget?

Answered: 24 Skipped: 45

#	Responses	Date
1	4,000\$ to talk about affordable housing seems to me that no action will be taken.	2/9/2017 6:23 PM
2	We would like more information about the proposed Church Street expansion. We're hoping it will be approved soon. We're in the Berry Point area and worry about our safety if our only exit is blocked by a car accident, a downed tree or other obstacle.	2/8/2017 7:33 PM
3	Not to make changes that will affect my income or taxes based on "generalities" . Owners should be able to afford to keep their home based businesses and pay ONLY if they are using more resources for greed.	2/4/2017 10:50 AM
4	Need to reduce needless studies, excessive meddling, too small community areas.	2/3/2017 9:34 PM
5	I do not believe the funds collected under the special tax requisition for the Salt Spring Island Watershed Protection Authority are well spent. SSIWPA has not provided a meaningful contribution or value for the money spent. The organization is poorly named because it has no authority and is being called the SSI Water Provision Authority by many on SSI who are concerned about water supply. The steering committee and redacted both seem to be over-reaching to justify their existence and it is a clear conflict to have a member of both the LTC and Trust Council as the steering committee chair. SSIWPA seems to be constantly seeking to extend their influence over matters which are clearly within the authority and jurisdiction of other organizations, particularly the North Salt Spring Waterworks District. In addition, the Technical Working Group is doing work that they are not qualified to do, should be done by a independent, third party consultant and there is an obvious conflict of interest in having an NSSWD Board member doing work related to water supply as Chair of the TWG. Why are taxpayers paying for meeting space for this? Moreover, the Islands Trust's expertise is in land-use planning and the organization should stick to that. The Trust staff does not have the expertise to hire, determine a work plan for or supervise a 'freshwater specialist' so the position is unlikely to add value. SSIWPA may have been a good idea in theory but, in reality, they have increased conflict and alienated many.	2/2/2017 11:32 AM
6	Don't waste your money on unqualified contractors redacted.	2/1/2017 11:13 AM
7	Just be careful about adding to the staff every year.	1/31/2017 10:12 PM
8	I know residents along Gulf Drive and Wormald Road on Galiano have been in touch with redacted regarding the emerging parking issue on Galiano Island at the BCFerries Terminal - it's located at the head of our narrow single-laned road. An email to local resident had indicated that parking on side streets would be an option. Gulf Drive residents do not find that option viable and express concern about the plan for parking if it includes street parking on Gulf Drive. We are upset at the loss of parking along Sturdies Bay Rd, but believe that directing traffic to park on our laneway is ill-advised for a variety of safety concerns. Parking along Sturdies Bay Road has gone on for years. It is rare to see a car move into or out of those spots on the side of the road - in fact many seem to be there for days or weeks on end. So I can't imagine what the safety concern is. It's simply cars parked along the side of a road just like you see on so many other roads. I would like to re-iterate this concern and hope that a viable solution can be reached that does not include parking on the very narrow laneways of Gulf Drive or Wormald Road.	1/30/2017 12:20 PM
9	illegitimi non carborundum	1/29/2017 10:29 AM
10	I know it costs money to run an operation and staff it. I hope that you will reconsider using any surpluses towards a future budget year. I was a Strata Manager for many years and I never allowed my buildings to "float" any surplus to reduce their costs the next fiscal year, but to save it for uncontrollable expenses. If you are budgeting correctly/close enough, any surplus the previous years will come in handy when there is an expense that was not counted on.	1/27/2017 6:48 PM
11	Thanks	1/26/2017 6:41 PM
12	Please allocate money to promote a bridge between Vancouver and Gabriola islands.	1/25/2017 2:30 PM
13	I appreciate that you understand cost-control is important to us; please apply your administrative imagination more in this direction rather than in mandate-drift. We'll be grateful.	1/25/2017 12:07 PM
14	By NOT making decisions in a timely manner costs are increased thus resulting in taxes being raised.	1/24/2017 1:41 PM
15	Sorry, I wish I could.	1/23/2017 10:03 PM

16	I'm not what can be done by the Trust Council, but Galiano Island residents could use some help to solve the loss of parking issue for the ferry terminal. It seems like residents are caught between the Provincial highway authority and BC Ferries as to who will provide roadside parking for the terminal.	1/23/2017 11:14 AM
17	more advocacy, more conservancy, less reports and committees	1/23/2017 10:44 AM
18	trim the fat!	1/21/2017 10:20 PM
19	Abolish the trust. Save 7,000,000.00. Let the CRD run things since they seem to think they do already.	1/21/2017 5:33 PM
20	The transition plan, in the event of Saltspring leaving, should include the option for the remaining Gulf Islands to be serviced by their respective regional district areas. The island trust mandate would remain, but it would streamline. The island trust has done a poor job of devolving services and benefits to local areas, and it would be valuable to see if regional districts could offer better value, while lowering overall overhead.	1/21/2017 2:44 PM
21	Thank you, I really value what you do and hope Salt Spring maintains its existing relationship within the Trust.	1/21/2017 12:17 PM
22	The Admin Services amount at 25% of the budget is way out of line with what is being provided to support the LTC's (56%), particularly if you consider that the Trust Council admin is separate from that (another 12%). This means that your admin costs are between 25 and 37%. I am not a fiscal conservative but most organizations work at keeping their admin between 10 and 15%. That additional money should be deployed to support local trusts. All policy does not need to be made from the centre; there are innovative ways to build policy from the ground up by deploying resources at the LTC level.	1/20/2017 8:00 PM
23	all the best in 2017	1/20/2017 6:24 PM
24	no	1/20/2017 5:32 PM

Date: February 22, 2017

1. Organizational considerations

The Islands Trust received indications that a decision by the Minister of Community, Sport and Cultural Development on a Salt Spring Island incorporation will likely take place such that the vote is conducted after the provincial voting period between April 1 and late May. Accordingly, as an organization we are in a holding period until further notice. We have a Transition Plan prepared and have begun some change management pre-work at the management level in anticipation of news in the near term. We have not received a response to the funding request made of the Ministry in the fall of 2016.

An area of focus has been the budget process and assisting Finance staff and FPC as they move towards a recommended budget for 2017/18. In particular the 2016/17 budget forecast and 17/18 budget for the Executive Administration group was prepared and incorporated into the process. Also, further work has been done in developing amendments to the General Revenue Surplus Fund Policy in order to allocate for special reserves in our surplus fund. This action will provide transparency in how project funds that are not used in a given fiscal year can be earmarked for the next budget cycle.

Following the work of the Select Committee to Review Victoria Office Location, I have been working to ensure that the Victoria office staff and the organization have secure office space and improved working circumstances. A report has been included on the current Trust Council agenda that summarizes the current research being done on market data, office design and relocation costs. The goal of the organization is to establish a long term office presence and to ensure that the Islands Trust is receiving the best value possible while maintaining public confidence in the organization.

I took the opportunity to visit Galiano in January for a meeting with both Trustees, to tour part of the island as well as visit our office space. I also visited Saturna in February to attend an LTC and meet with both Trustees.

Over the last quarter there have been a number of occasions to offer support to Trustees with regard to conflict of interest, dealing with challenging constituents and to discuss the role of Trustees in meeting obligations of office. I have also responded to members of the community on issues including larger applications and individual bylaw and rezoning matters. No administrative fairness complaints have been received in the last quarter.

Our staffing priority has been to support the development of TAS capacity as quickly as possible. We have reallocated some staffing resources within the organization and by Trust Council in March we will have the recruitment process to fill the Senior Policy Advisor position well underway in order to assist the Director and deliver on Executive Committee and Trust Programs Committee work.

At their February meeting, the Trust Fund Board welcomed Salt Spring Island resident Robert A. Williams to the Board. Mr. Williams was appointed by the provincial government.

As part of usual duties, I have supervised the preparation of Executive Committee and Trust Council decision and briefing materials and the implementation of Committee and Council decisions.

Our administrative focus remains consistent: improving our electronic meetings, developing an electronic document management process and reorganizing the Strategic Plan to allow for ease of enquiry and greater ability to transition strategic priorities onto our workplans at all levels of the organization.

Presentation of the annual staff survey was intended for March 2017 in order that Trust Council receives information from our employees on their professional experience with the Islands Trust. This work has been delayed until June as we communicate with staff about a number of issues associated with the survey itself, including adjustment to some of the questions and ensuring that anonymity is maintained throughout all work units.

Preliminary work has begun on Trust Council's direction to investigate amendments to the *Islands Trust Act*. Primarily the focus has been identifying the core issues and broad elements associated with the amendment process. Successes in amending our enabling legislation will require a multi-level, strategic approach. The obvious groundwork involves an inventory of possible amendments that includes historical, financial and capacity information. This will lead to formation of Trust Council priorities and specific goals. Communications strategy will need to be multi-faceted as we outreach to the public, First Nations, the Ministry and other affected parties. Relationships with others will be important to achieving desired goals and we will benefit from open and assistive communications with the Ministry of Community Sport and Cultural Development. We will also need to adopt a legislative drafting approach that provides the greatest chance for success. Finally, this project will require development of a risk management plan.

2. External considerations

Staff continue to monitor advocacy issues including the Howe Sound fixed link proposal, and the Gabriola anchorage proposal. There have not been any major advocacy developments since Trust Council met in December. Staff understand that more details on the federal Ocean Protection Plan will be available in April or May 2017.

Staff have organized a meeting for the first week of April with the staff of the Agricultural Land Commission to discuss updating our protocol agreement.

Staff continue Ministry outreach with meetings scheduled with the Assistant Deputy Minister and Directors.

Staff have organized meetings to discuss protocol agreements and letters of understanding with the Sunshine Coast Regional District and the Nanaimo Regional District. The outcomes will be reported to Trust Council in June.

3. Current Issues

FLNRO has amended their Private Moorage Program to allow "General Permissions" in certain marine areas. This change affects only some areas of the Trust Area. Staff are analysing the implications of the changes and advising local trust committees/ Executive Committee as appropriate.

Director Shelest and Director Frater attended the Local Government Leadership Academy conference with Trustees Luckham and Busheikin. Trustees Fast and Morse also attended on behalf of Bowen Island Municipality. The theme of the conference was Communication: Listening, Connecting and Leading.

**Top Priorities****Executive Committee**

No.	Description	Activity	R/Initiated	Responsibility	Target Date
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Chief Administrative Officer

1	Islands Trust Act Amendments	Investigate possibility of amendments to the Islands Trust Act to broaden the Islands Trusts ability to serve its communities and to strengthen its mandate to preserve and protect, including seeking legislative change of Trust Fund name.	26-Oct-2016	Russ Hotsenpiller	
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Director, Local Planning Services

4	First Nations Relationship Building	Working on implementing Project Charter through various initiatives, supporting LTCs on First nations engagement.	31-Aug-2016	David Marlor	01-Dec-2016
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Director, Trust Area Services

2	Oil Spill and Shipping Safety	Chair letters and participation on inter-agency working groups	01-Apr-2014	Clare Frater	
3	Revisions to Crown Land protocol agreements and letters of understanding	Meeting held with BIM, LPS, TAS, CSCD and FLNRO.	19-Jun-2014	Clare Frater	31-Mar-2017

Projects**Executive Committee**

Description	Activity	R/Initiated
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Chief Administrative Officer

Provide advice about amendments to Policy 2.2.1 (RFDs)	Explore what changes are required	15-Feb-2015
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Director, Local Planning Services



Executive Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
	Rural Status for Southern LTC Grant Eligibility	Ask staff to review and report back on options for legislative change.			02-Nov-2015
	Application Sponsorship Policy	Provide advice on amendments to the Application Sponsorship Policy in relation to government bodies.			20-Nov-2012
	Provincial Tenure Referrals Process	Review and report on current provincial process regarding tenure referrals			12-Aug-2012



Islands Trust

Islands Trust Council Plan for Continuous Learning 2014-2018

(What other topics would trustees like to propose?)

2017-03-03

Year		Trust Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2017	Webinars (dates TBD)				
	March (Gabriola)	Role of the Trustee		Archaeological Site Protection	
	June (Lasqueti)	TFB Regional Conservation Plan		Species at Risk	Regional Districts
	September (Denman)				Effective Advocacy
	December (Victoria)				San Juan County U.S. and Canadian Consul Generals
2016	2015-16 Webinars (dates TBD)	Email management IT Website	Introduction to Roberts Rules of Order Introduction to Freedom of Information/Protection of Privacy		Making meetings work
	September (Sidney)	Visioning Housing Session			San Juan County U.S. Consul General
	December (Salt Spring)	Draft 2017/18 Budget Session	First Nations Legal Seminar	Visioning follow-up	Report out of EC meeting with Island ALC Panel

POTENTIAL TOPICS/AGENCY LIAISON FOR CONSIDERATION FOR FUTURE SESSIONS:

Suggestions arising during 2014-2018 Term:

- Heritage Conservation Act session
- Office of the Ombudsperson session
- Making Online Meetings Work
- OneNote for meetings
- Public Consultation and Polling
- NMCA – implications for local zoning jurisdiction
- Options for a trustee network
- Introduction to the Island Trust Policy Statement
- Participatory decision-making (using expertise on Bowen Island)
- Effective Communications and Social Media
- Archaeological site training session
- Strata Property Act/Bare Land Strata Regulations implications
- Agricultural Land Commission/Islands Trust Relationship Session
- Regional Conservation Presentation (Trust Fund Board)
- *Water Sustainability Act*

	<i>SESSIONS/ITEMS COMPLETED IN 2015-18</i>				
Year		Trust Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2016	June (Pender)	Marine Shipping Safety / Anchorages	Governance/Staff relations	Visioning (prelim)	
	March (Hornby)	Budget Session	Trust Council Electronic Meeting Options		First Nations
2015	2015 Webinars (held)	Annual Budget in Depth			
	Mar (Gabriola)	Introduction to Strategic Planning Annual Budget Session	Standards of Conduct (legal session) Provincial Assessment of Impact on Islands Trust (re potential SSI incorporation)	Community Planning 101 (for newly-elected)	Working with First Nations (introduction)
	June (Galiano)	Visioning/Strategic Planning			San Juan County
	Sept (Bowen)	Introduction to Structured Decision-Making Adaptation Strategy workshop Victoria Office Location Review workshop	Strategic Planning		Working with Bowen Island Municipal Council
	Dec (Victoria)	Draft 2016/17 Budget Session Strategic Plan Implications	Introduction to the Islands Trust Policy Statement		Working with the Trust Fund Board

Suggestions from previous terms:

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

SESSIONS/ITEMS COMPLETED IN 2011-14

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

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

Strategic Plan 2014-2018

Quarterly Update – March 2017

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

pipeline approval and , re Ocean Protection

Objective 5. Enhance community character, socio-economic diversity and economic sustainability

5.5 Select Committee has provided a recommendation to March TC on the relocation of some or all of the Islands Trust Victoria Head Office.

Objective 6. Strengthen relations with First Nations

Shared terrestrial and nearshore ecosystem mapping with all First Nations in region.

Developed draft Language and Tone Guide for use of staff; developing version for use by trustees and staff.

Twenty-seven First Nations initiatives currently underway, nine of which are trust-wide initiatives, the remainder at the local trust committee level.

Objective 7. Improve organizational cost effectiveness and resilience

T.7.1 Continued work by Management Team to review and update TC policies and procedures.

T 7.1.1 and .33 A strategic plan process for Information Technology and a review of electronic meetings have been initiated.

QUARTERLY UPDATE

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

PROGRESS

Objective 1. Protect the natural environment

T.1.5.1 Trust Fund Board approved a land conservation strategy to protect high biodiversity areas.

T.1.5.2 Since December 2014, the Trust Fund Board has protected 44.01 hectares on Salt Spring, N Pender, Galiano, Hornby and Thetis Islands.

T.1.5.3 New 21 hectare Islands Trust Fund nature reserve created on Thetis Island.

Objective 2. Preserve, protect and advocate for coastal shorelines and marine areas

- Staff delivered a comprehensive analysis of marine protection tools to December 2016 Trust Council.

- T.2.3.1 The Islands Trust Council Chair sent two letters advocating for shipping safety to the Prime Minister re Transmountain

 Islands Trust	
MARCH 2017	
PRIORITIES	
1	PROTECT THE NATURAL ENVIRONMENT OF THE ISLANDS TRUST AREA
2	PRESERVE, PROTECT AND ADVOCATE FOR COASTAL SHORELINES AND MARINE AREAS WITHIN THE ISLANDS TRUST AREA
3	REDUCE COMMUNITY ECOLOGICAL FOOTPRINT
4	PROTECT QUALITY AND QUANTITY OF WATER RESOURCES
5	ENHANCE, PROTECT AND RESTORE COMMUNITY CHARACTER, SOCIO-ECONOMIC DIVERSITY AND ECONOMIC SUSTAINABILITY
6	STRENGTHEN RELATIONS WITH FIRST NATIONS
7	IMPROVE ORGANIZATIONAL COST EFFECTIVENESS AND RESILIENCE
8	IMPROVE CO-OPERATION AND INTEGRATION WITH OTHER LEVELS OF GOVERNMENT
9	IMPROVE COMMUNITY AND AGENCY UNDERSTANDING AND SUPPORT FOR THE ISLANDS TRUST
10	IMPROVE COMMUNITY ENGAGEMENT AND PARTICIPATION IN ISLANDS TRUST WORK

Objective 8. Improve cooperation and integration with other levels of government

T.8.1.1 Staff has made progress on revising and consolidating six agreements regarding Crown Land in the Islands Trust Area

Objective 9. Improve community understanding and support for the Islands Trust

T.9.1.1 Staff developing trend charts for greenhouse gases and population growth.

Staff developing visual identity guidelines

Objective 10. Improve Community engagement

T10.1.1 FPC consulted the public about the draft 2017/18 budget using the same approach taken for the 2016/17 budget.

COMMUNITY HIGHLIGHTS

Local Trust Committees (LTCs) have advanced the following land use planning projects (only changes since December report noted):

BALLENAS-WINCHELSEA ISLANDS

The Executive Committee (Acting as an LTC) has prioritized Crown Lands protection in the Ballenas-Winchelsea LTA, and will be represented at the Mount Arrowsmith Biosphere Reserve Roundtable.

DENMAN ISLAND

The Denman Island LTC has initiated Denman Island Farm Plan implementation and is also continuing to consider land use bylaw amendments to prohibit driving on the beach.

GABRIOLA ISLAND

The Gabriola Island LTC is considering official community plan (OCP) and land use bylaw (LUB) amendments to increase housing options and LUB amendments to its signage regulations. The LTC also continues to consider an application to amend the Gabriola OCP and LUB to facilitate a 25-lot subdivision in combination with the dedication of 136 hectares of parkland adjacent to the 707 Community Park and Coates Marsh Regional Park.

GAMBIER ISLAND

The Gambier Island LTC has made steady progress toward adoption of *Riparian Areas Regulation* bylaws and its Official Community Plan is currently under review.

HORNBY ISLAND

The Hornby Island LTC is initiating a review of vacation home rental regulations. The LTC has advertised for new Advisory Planning Commission members to support this and other LTC work.

LASQUETI ISLAND

The Lasqueti LTC initiated a targeted OCP review with a focus on marine shoreline protection. The LTC is also actively engaged in an Aging at Home project and is now commencing Phase 2 of this project, which involves potential OCP and LUB amendments.

MAYNE ISLAND

The Mayne Island LTC has completed policies and regulations for Short Term Vacation Rentals as a home occupation and is proceeding with Riparian Areas Regulation implementation.

NORTH PENDER ISLAND

The North Pender Island LTC has completed policies and regulations for Short Term Vacation Rentals and is proceeding with a review of options for secondary suites.

SALT SPRING ISLAND

The Salt Spring Island LTC is developing a bylaw to permit use of Temporary Use Permits for affordable rental housing in secondary suites and cottages. The Salt Spring Island LTC is engaging environmental groups and agricultural groups to ensure protection of surface drinking water in non-ALR lands.

SATURNA

The Saturna LTC hosted an afternoon SENCOTEN History of Saturna Island with four knowledge-holders from Tsawout First Nation.

SOUTH PENDER

The LTC continued to work on a comprehensive review of its Land Use Bylaw, engaging in extensive community consultation on key issues.

THETIS ISLAND

Thetis LTC continues to consider two major rezoning applications within marine areas: West Vancouver Yacht Club outstation and Hardy Granite Quarries barge facilities at Valdes Island. The LTC is also considering potential amendments to the Thetis Associated Islands Land Use Bylaw regarding private moorage structures.

Local Planning Services REPORT December 2016 to February 2017

Date: 17/02/2017

1. General

On February 22, 2017, local planning services staff attended a Professional Development Day in Nanaimo to learn about Douglas Treaty's and legal aspects of First Nations. We also had staff from Trust Area Services, Trust Fund Board and Bowen Municipality in attendance, as well as the director and some of the planning students from the Vancouver Island University Master of Community Planning program. We were joined by Chief John Wesley from the Snuneymuxw First Nation.

2. Northern Region

The Northern Team has experienced some staffing changes recently with new internal Island Planner and Planner 2 appointments and one Island Planner leaving the Islands Trust. The Northern Office has contracted planning support two days per week to assist with applications and enquiries until planner vacancies have been filled. As responsibilities shift, staff will continue to support local trust committees through a team-based approach to ensure projects and applications progress. As part of their on-going professional development, planning staff have undertaken education and outreach activities sharing information to new islanders through the Gabriola Welcome Wagon, provided web GIS/mapping demos at Denman Island Seedy Saturday in January, and provided an Islands Trust 101 presentation at the Gabriola Museum Annual General Meeting in February.

3. Salt Spring Region

The Salt Spring Team has been pleased to receive the support of senior planning staff from the Southern Office. They are helping to re-energize several priority planning projects that were paused in the absence of an Island Planner. These include the industrial lands review and rezoning initiative, and a project exploring year round residential use of seasonal cottages. With continued strength in the real estate market, 2016 was an extremely busy year for application processing and other current planning work in the Salt Spring Office (92 building permits), a trend that looks likely to hold into 2017. Staff continue to work with the Senior Intergovernmental Policy Advisor to pilot a more thoughtful approach to First Nations engagement on bylaw referrals, an effort that has so far yielded a positive response.

4. Southern Region

The Southern Team has recently seen a change to service delivery with the Island Planner function for the Salt Spring Planning team being provided by senior planners based on the Southern Team. These senior staff provide part-time support on specific projects or applications to Salt Spring, and also bring their experience and support to the staff in the Salt Spring office. The Southern Team has been working closely with the Senior Intergovernmental Policy Advisor over the last few months to provide workshops and learning opportunities to the local trust committees and communities on First Nations reconciliation and engagement.

5. Bylaw Enforcement

The bylaw enforcement office has engaged an auxillary bylaw enforcement officer working out of the Salt Spring office from January to March to help clear the backlog of old enforcement files.

6. Grants Administration

The Grants Manager continues to monitor grants and update the grants tracking and grants database as required.

7. First Nations Engagement

There 26 distinct First Nations initiatives currently underway throughout the Trust Area. Eight of those initiatives are Trust-wide and organizational-level changes:

1. New approach to Referrals for First Nations
2. First Nations Language and Tone Guide for staff (pilot)
3. First Nations webpage on the Islands Trust main website
4. Improved marine/shoreline protection: Lesser Islands/Burial Places research project
5. Improved coordination with Ministry staff at the Ministry of Forest, Lands and Natural Resource Operations and regional staff in the regional districts
6. First Nations database development and First Nations educational powerpoint resources
7. New Islands Trust Policy (Dec. 2016): First Nations Engagement Principles Policy 6.1.i
8. Policy Statement amendments plan

Additionally, there are another six local trust committee sponsored initiatives underway in the Southern Region, five local trust committee sponsored initiatives underway in the Salt Spring Region and eight local trust committee sponsored initiatives in the Northern Region.



Top Priorities

Local Planning Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Community Housing Needs	Current: Housing Needs Assessment - Southern LTCs Planned: Housing Needs Assessment - Northern LTCs	18-Nov-2016	Justine Starke	01-Feb-2018
2	Shoreline Marine Planning	Current: Establish a Project Charter - On Hold Planned: To be determined by the Local Planning Committee	03-Mar-2016		
3	Protect Coastal Douglas-fir and Associated Ecosystems	Current: Develop a planning tool kit Planned: To be determined by the Local Planning Committee	18-Nov-2016		

Projects

Local Planning Committee

Description	Activity	R/Initiated
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.	03-Mar-2016
Letter of Agreement with the Ministry of Transportation and Infrastructure - including discussion around access to water bodies.	Staff working with the MOTI to address the Letter of Agreement; next meeting planned for May 17, 2016. Local Planning Committee is monitoring the process.	03-Mar-2016
Domestic Wind Power	Update report as required.	03-Mar-2016
Blue Dot Campaign	Consideration of this proposal (added per resolution May 2015)	03-Mar-2016



Local Planning Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
	Land Use Consultation for Radio Communication Towers	Request from the Trust Council for the Local Planning Committee to make recommendations on policy that includes public consultation procedures and development guidelines for the siting and design of antenna systems, which may then be adapted and implemented by local trust committees.			25-Aug-2016
	Alternative Ways of Measuring Density	Bring forward a thorough analysis of alternative ways of measuring density and how to manage any corresponding impacts before consideration of requesting model bylaws be developed for local trust committees.			25-Aug-2016
	Appropriate Economic Development	To be determined by the Local Planning Committee			18-Nov-2016

To: Islands Trust Council

For the Meeting of: March 14, 2017

From: Fiona MacRaidl

Date: February 19, 2017

SUBJECT: FIRST NATIONS COMMUNICATION: LANGUAGE AND TONE GUIDE

DESCRIPTION OF ISSUE:

In order to develop an organizational Guide or procedure on how staff and trustees communicate with First Nations verbally or in writing, a pilot project was conducted from October 2016 to February 2017. The Senior Intergovernmental Policy Advisor heard from many staff that they needed guidance on how to communicate respectfully and effectively with First Nations in their day-to-day work. The draft Guide was provided to staff to help de-mystify First Nation communication issues, as well as three documents on basic do's and don'ts on First Nations communication (attached) Staff provided feedback on the draft Guide's effectiveness by February 15, 2017.

The attached final version of the First Nations Communication: Language and Tone Guide (herein called "the Guide") is now available for trustee use. It is to be regarded as a suggested guide only and a "living" document where staff and trustees are free to share suggested improvements based on their experiences in using these guidelines with the Senior Intergovernmental Policy Advisor. Considerations on how to utilize these guidelines in a more formal Islands Trust policy will be considered after a period of use by trustees.

BACKGROUND:

On August 17, 2016 Executive Committee (EC) put "Develop a Project Charter and draft set of principles that will inform a new organizational approach to First Nations relationship-building" on their work program.

On October 5, 2016 EC reviewed the draft Guide that would be used as a pilot project with staff as a Briefing and encouraged the staff to proceed with this plan.

The Guide is based on the three First Nations Engagement principles reviewed by EC on August 17, 2016 and passed by Trust Council Resolution as Islands Trust Policy in December 2016:

- Principle #1: Islands Trust is committed to becoming aware of what it does not know or understand about First Nations.
- Principle #2: Islands Trust is committed to proving sincere desire for reconciliation.
- Principle #3: Islands Trust is committed to integrating, where possible, activities that support First Nations reconnecting with the Trust Area lands and waters.

ATTACHMENTS:

1. First Nations Communication: Language and Tone Guide
2. Ebook. Working Effectively with Indigenous Peoples: 27 Tips On What to Say and Do (Bob Joseph, Indigenous Corporate Training Inc. 2016)
3. Ebook. Working Effectively with Indigenous Peoples: 23 Tips On What Not to Say and Do (Bob Joseph, Indigenous Corporate Training Inc. 2016)

4. Ebook. Indigenous Peoples: A Guide to Terminology (Bob Joseph, Indigenous Corporate Training Inc. 2016)

FOLLOW-UP:

Once the final version of the Guide is distributed to staff and trustees by the end of March 2017, the Senior Intergovernmental Policy Advisor will seek feedback on its effectiveness in an iterative way and make amendments to the Guide as required.

Recommendations to import these guidelines into formal Islands Trust policy tools, or not, will be presented to Executive before March 2018.

Prepared By: Fiona MacRaid

Reviewed By/Date: Executive Committee/March 1, 2017
Clare Frater, Director Trust Area Services/Feb 21, 2017
David Marlor, Director of Local Planning Service/Feb 21, 2017
Russ Hotsenpiller, Chief Administrative Officer/Feb 22, 2017

Procedure:	FN Communication Tone and Language Guide
Approved By:	Executive Committee
Approval Date:	March 8, 2017
Amendment Date(s):	
Policy Holder:	



First Nations Communication: Tone and Language Guide

Purpose / Rationale

To provide guidelines for staff and trustees on how to implement the new principles of First Nations (FN Relations) into written and verbal communications with the 37 FNs associated with Islands Trust¹:

Principle #1: *Islands Trust is committed to becoming aware of what it does not know or understand about First Nations.*

Principle #2: *Islands Trust is committed to proving sincere desire for reconciliation*

Principle #3: *Islands Trust is committed to integrating, where possible, activities that support First Nations reconnecting with the Trust Area lands and waters*

This Guide is intended to help people become aware of their biases, as well as how to counteract them. This will allow for a conscious choice to approach FN communications with a tone, language and timing that reflect a genuine desire to develop a mutually respectful relationship.

Scope / Limits

For staff and trustees who are new to communicating with First Nations, there are three documents attached to this Guide that will set a good foundation for the basic terminology and “dos and don’ts” of First Nation communication. This Guide assumes users have this foundation and is therefore specifically designed for those writing letters and correspondence representing the Islands Trust as an organization to First Nations.

Prerequisite Documents

- 27 Tips on What Not to Do and Say When Working with First Nations (Bob Joseph)
- 23 Tips on What to Say to First Nations (Bob Joseph)
- Indigenous Guide to Terminology (Bob Joseph)

¹ See Appendix A: List of 37 First Nations Associated with Islands Trust

A 'Real Friendship' Model

When Initiating a New Communication Approach, Do So with Honesty and Humility

Cynicism grows when your interests are ignored or minimized by another. It's no different for First Nations. As the Truth and Reconciliation Commission of Canada (2015) points out, "we recognize that being part of a dominant culture, our attitudes and perspectives made the Residential School experience possible and that these attitudes and perspectives became entrenched in our relationships and in our culture."²

It takes considerable courage to be voluntarily vulnerable in the language we use. It is human instinct to protect our assumptions of power; vulnerability exposes us to the risk that our power may be questioned or criticized, either as individuals or as an organization. Given that First Nations have been required to be vulnerable in almost every aspect of our society, we need to show some of our own vulnerability to them before a relationship is even possible.

Generally speaking, this historical sense of apathy or power doesn't come from a place of malice. Regardless, its negative effects have to be addressed. When communicating with First Nations in writing or verbally, begin by stating the obvious with a tone of humility. This is the best way to address the cynicism that may be felt regarding Islands Trust's sincerity in building a mutually respectful relationship. Some examples:

"Often the referral process is a frustrating one. Although the intent is to have early and meaningful discussions about important issues that affect interests in a parcel of land/waters, the reality is that sometimes for First Nations, referrals pile up and unintentionally put stress on the administrative capacity to deal with these, as well as limit the nature and scope of the responses. Islands Trust wants to move away from this kind of "transactional" relationship to real and meaningful relationships with our neighbouring First Nations..."

"We recognize there is much we don't know about the First Nations' connections to the lands and waters of the Trust Area and we genuinely want to understand that history as well as the current issues from a First Nations' perspective. It will undoubtedly help us do our job better..."

"Although this is our first effort in approaching the referral process in a more meaningful way, we welcome any suggestions as to how we could improve this process that we are obliged to perform. Thank you for your patience as we learn how to build a genuine and mutually respectful relationship with your Nation."

Acknowledge Each First Nation's Unique Weight of Claim in the Trust Area

Generally, you should think of weight of claim like a continuum based on layered interests. At the upper end of consideration is a First Nation that has nearby Reserve Lands, *plus* Treaty rights that may be impeded, *plus* Traditional Core Territory that may be impacted *and/or* who is currently before the courts or in negotiations with the BC Treaty process. At the lower end of consideration would be a First Nation who

² Truth and Reconciliation Commission of Canada. *Honouring the Truth, Reconciling for the Future: Summary of the Final Report of the Truth and Reconciliation Commission of Canada*. 2015 Library and Archives Canada Cataloguing in Publication ISBN 978-0-660-02078-5 Cat. no.: IR4-7/2015E-PDF, p.394.

had previously interests as part of their claimed Traditional Territory but now have modern Treaty land certainty that is not impacted - for them, consideration is more like a level of respectful notification

This means avoiding form letters that are exactly the same being sent out to multiple First Nations. Although this requires more care and time resources, it demonstrates that a basic level of research has been done on the individual First Nation being addressed. Acknowledging their unique core interests is the first step of showing respect.

The diversity of “weighted claim” amongst the 37 First Nations in the Trust Area is immense. A good analogy would be explaining the European Union to someone who has no familiarity with the European continent. At first you only understand that Europeans are different than non-Europeans. Then, as you learn more, you understand the distinctions between individual sovereign Nations, and are able to name them and geographically place them in relation to each other. After that, you begin to understand the differences in language and culture amongst the Nations and further to that, you begin to realize the nuances within the sovereign Nations themselves. There is no shortcut to this kind of learning. For a list of the 37 First Nations and links to their websites where one can become familiar through each Nations’ online representation of themselves, see Appendix A.

Using Indigenous or English names when Addressing a First Nations

If your communication is only in written form, without a verbal follow-up, and you have observed on that Nation’s website that they prefer to use their Indigenous language to name their Nation, by all means, use the Indigenous name. However, if you do not know how to properly pronounce a Nation’s Indigenous name either explicitly ask how to pronounce it or use their English name and explain that you don’t know how to pronounce it. Do not try to pronounce an Indigenous name if you don’t know how to say it properly. It is better to use English in that case. First Nations will understand and not be offended if you are honest about your limits in pronouncing Indigenous names.

Special Deference to First Nations with Neighbouring Reserve Land Directly Adjacent to the Trust Area

There are eight First Nations with Reserve land holdings that have borders directly adjacent to the Trust Area’s land base. These Nations are our literal neighbours and when addressing them, be cognizant of that and acknowledge it, even before acknowledging their asserted Aboriginal rights and title. The setting aside of Reserve lands was a mixed bag of methodology but as a general rule of thumb, assume that a Reserve is a small subset of territory and that before the setting of Reserve land boundaries in the 1870s Indigenous connections to the land went well into what is now the Trust Area land base.

1. Tsawout First Nation (Salt Spring Island, South Pender Island, Saturna Island and Bare Island)
 - a. Neighbours to Salt Spring Island LTA (Local Trust Area), North Pender Island LTA, Saturna Island LTA and South Pender Island LTA
2. Tseycum First Nation (South Pender Island, Saturna Island and Bare Island)
 - a. Neighbours to South Pender Island LTA, Saturna Island LTA and North Pender Island LTA
3. Tsartlip First Nation (Mayne Island)
 - a. Neighbours to Mayne Island LTA
4. Penelakut Tribe (Penelakut Island, Tent Island and Galiano Island)

- a. Neighbours to Thetis Island LTA and Galiano Island LTA)
- 5. Lyackson First Nation (Valdes Island)
 - a. Neighbours to Thetis Island LTA
- 6. Snuneymuxw First Nation (Nanaimo First Nation) (Gabriola Island)
 - a. Neighbours to the Gabriola Island LTA
- 7. Halalt First Nation (Halalt Island)
 - a. Neighbours to the Salt Spring Island LTA
- 8. Squamish Nation (Defense Islands)
 - a. Neighbours to the Gambier Island LTA

Acknowledging Treaty Nations and their Specific Treaty Rights

The Government of Canada and the courts understand treaties between the Crown and Aboriginal people to be solemn agreements that set out promises, obligations and benefits for both parties. In Canada, we are all treaty people – Indigenous and non-Indigenous alike. For Islands Trust, beyond the fundamental respect for our immediate land-based neighbours as described above, our first consideration is the treaty rights of our 10 First Nations who have Douglas Treaty rights in the Trust Area.

Douglas Treaty rights have either been ignored or misunderstood, not just by citizens of BC, but by the Crown and courts. For over 50 years Douglas Treaty Nations have been defining their treaty rights through case law. The uniqueness of the Douglas Treaties is that, although the courts have lent clarity to the validity of the treaties and the extent of hunting and fishing rights, they have yet to clarify what the treaties meant by “villages and enclosed villages” for exclusive use of these 10 First Nations. The treaties make no mention of the islands. This could be interpreted either against the drafters of the treaties, or in their favour.

While the Crown and the courts seek increased clarity on the definition of treaty lands and how that intersects with Crown land assumptions and private property rights in the Trust Area, representatives of Island Trust need to take particular care to acknowledge that the following 10 First Nations have treaty rights and hear from these Nations what their perspectives are on how those rights should be respected by Islands Trust:

- 1. Esquimalt Nation
- 2. Tsartlip First Nation
- 3. Tsawout First Nation
- 4. Pauquachin First Nation
- 5. Tseycum First Nation
- 6. Malahat Nation (also part of Te’Mexw Treaty Assoc.; stage 5 of 6 in BC Treaty process)
- 7. Songhees First Nation (also part of Te’Mexw Treaty Assoc.; stage 5 of 6 in BC Treaty process)
- 8. Sc’ianew First Nation (Beecher Bay) (also part of Te’Mexw Treaty Assoc.; stage 5 of 6 in BC Treaty process)
- 9. T’Sou-ke First Nation (Sooke) (also part of Te’Mexw Treaty Assoc.; stage 5 of 6 in BC Treaty process)
- 10. Snuneymuxw First Nation (Nanaimo First Nation) (also in stage 4 of 6 in BC Treaty process)

Acknowledge asserted Aboriginal rights and title as stated through the BC Treaty Process

Of the 37 First Nations with asserted rights and title in the Trust Area, 25 of them are currently participating in the BC Treaty process in hopes of finalizing a modern day treaty (two First Nations have already finalized their modern treaty – Tsawwassen First Nation and Sliammon First Nation). Of those 25 First Nations in this process, five of them are also Douglas Treaty Nations. For a list of these First Nations and their current status in the BC Treaty Process, see Appendix B: Trust Area First Nations in the BC Treaty Process or Before the Courts.

All First Nations assert their Aboriginal rights and title in their traditional territories. Being a Douglas Treaty Nation or in the BC Treaty process gives weight to those rights and title. Aboriginal rights and title are not extinguished by a treaty (see *Chartrand v. British Columbia (Forests, Lands and Natural Resource Operations)* 2015 BCCA 345). Rather, it is another “layer” of claim. The 37 First Nations that Islands Trust has identified as having interests in the Trust Area either have treaty rights or have specifically identified part of the Trust Area as part of their statement of interest in the BC Treaty Process.

When communicating with a First Nation, first acknowledge their neighbouring Reserve land holdings if applicable, then acknowledge their Douglas Treaty or modern treaty rights if applicable, but most importantly, with all 37 First Nations, be sure to acknowledge their Aboriginal rights and title in the Trust Area.

Acknowledge Previously Stated Priorities from First Nations to Islands Trust

The foundation of all human relationships is the ability to listen to the other. Active listening is about seeking out the message being communicated, processing its meaning and responding with empathy.

Over the years, First Nations have communicated their priorities, their frustrations and their aspirations for relationship-building with the Islands Trust. They have done this through letters, responses to referrals, Territorial Declarations signed by Chiefs, invitations to have workshops and emails, not to mention how they may have relayed this verbally over time. Much of this communication is well-thought out, well-articulated, intellectually sophisticated yet due to our cultural inclination to ignore or minimize the voice of First Nations, Islands Trust hasn’t focused on these messages as well as we could have.

Take the time to do a bit of research before communicating with a First Nation. Islands Trust has a First Nations database that might prove to be useful (data entry is ongoing and should be complete by March 2018) or, alternatively, go to the website of the Nation and notice how that Nation defines themselves and the terms they use to indicate their Nation’s priorities. Do a Google search under “News” using the name of the First Nation to see what high profile issues they may be dealing with. If a Nation expresses frustration and exasperation over, say, the desecration of a sacred site, it does not mean they will feel those intense emotions over every issue. It does, however, indicate what has relative importance to them.

In the same vein, pay special attention to who is copied on a letter from a First Nation. If other First Nations are copied (particularly if Chiefs from other Nations are copied), assume the Nation authoring the letter is speaking on behalf of the group. Unlike government, First Nations do not copy other Nations on

correspondence unless there has been full consensus to do so. All responses, whether written or verbal, should be to all the copied First Nations as a group.

Special attention and care should be taken when it comes to foreshore/marine issues. First Nations have clearly articulated their interests as it directly impacts their ability to exercise their traditional foreshore and marine activities. It is a common saying amongst First Nations with a strong interest in the Trust Area to say, “when the tide is out, the table is set”. This saying reflects the integral role that the shoreline of the islands has had – and continues to have - in sustaining these First Nations. Respecting this heightened historical and current interest in marine and foreshore issues should be reflected by an explicit invitation to meet and perhaps walk a site. For example, the following is a new way Islands Trust is trying to recognize previously stated priorities and assumed interest in a foreshore site:

“We would like to ask you if you would be interested in setting up a site visit with our staff at the Fulford marina. An in-person meeting would allow us an opportunity to better understand your Nation’s connection to the shoreline and waters of Fulford Harbour to include in our files and our consideration of this application. Please let us know as soon as possible if you are interested in a site visit and we can set up the details in a timely manner.”

[for Tsawout...“We have also attached a copy of the SENCOTEN Territorial Declaration, the recent Tsawout Marine Use Study Map of Special Places and the Tsawout Referral Checklist, which we have reviewed and considered. Please let us know if you would also like to discuss elements of these documents as well, as we recognize there is much we have yet to understand about your connection to the land and waters of Fulford Harbour.”]

[for the six Hul’quimi’num Nations...“we have also attached http://www.hulquminum.bc.ca/pubs/Place_Names_maps_2005.pdf?lbisphpreq=1 Map 4 Hul’quimi’num Selected Place Names, which we have reviewed and considered. Please let us know if you would also like to discuss elements of this document as well, as we recognize there is much we have yet to understand about your connection to the land and waters of Fulford Harbour.”]

Early Stages of Proving Sincerity Will Require Increased Resources

There is no shortcut to proving sincerity and the best indication of a real change is that the follow-up action is consistent and costs the giver in some way. Whether it is time, travel costs or simple gestures like ignoring incoming cell calls while in a meeting, most people have a good nose for sincerity and notice what it costs the giver. Although building trust takes time, if it’s sincere and believed, there is less and less need to prove it over time.

As First Nations start receiving correspondence that is significantly more respectful in tone, they may take up invitations to meet in person to see if the appearance of respect goes beyond just words on paper. Assume that there is no lack of desire for First Nations to visit the islands. The reasons that often constrain them include (but are not limited to) their own time constraints in their professional capacity, the lack of funds to pay for the travel costs or coming over to participate in an event where they are outnumbered or may be placed in a socially uncomfortable situation. Trying to mitigate some of these challenges may induce more willingness to meet in person.

In-person meetings can be in a meeting room somewhere, walking a site that a First Nations has expressed interest in or being in a location that is comfortable for the First Nations attendees (e.g. walking on Reserve lands or at their band office). Often, the best way to approach this is after a desire to meet in person is expressed by a First Nation.

Gift-giving When Meeting with First Nations in Person

When a First Nation – either their elected officials or members – go out of their way to share information with you or take time from their own priorities to get to know you, then a gift of thanks is a kind gesture. For more formal meetings between elected officials of a First Nation and Islands Trust, particularly for the first time, a gift of First Nations art (for example, a framed print or a carving), done by one of their own members or a First Nation artist with close association to the First Nation would be appropriate and appreciated. A non-Indigenous idea of what is “artistic” is not always shared by First Nations.

For more informal meetings between First Nations and staff/trustees of Islands Trust, a gift of a blanket and a small additional gift such as a potted plant or a locally made food is a good choice. Nice blankets, such as nice-quality throw blankets found in any household retail store, are appreciated especially with elders and knowledge-keepers who continue to participate in longhouse cultural practices.

Islands Trust May be Perceived as just “Government”

As we have all experienced, once real relationships are built and more understanding is gained the tendency toward broad sweeping labels and stereotypes starts to decrease. Nuances and differences are appreciated and respected. Just as many Canadians see First Nations as one big category and assume similarities within that group because they do not yet understand the differences amongst them, so it is with First Nations and government agencies. For example, trying to explain the difference between the Province’s “duty to consult” and Islands Trust’s “delegation to engage” or their “statutory consultation on Official Community Plans” is likely meaningless to a First Nation not yet familiar with these legal distinctions of government hierarchies.

When engaging, always invite a First Nation to share their concerns or interests, whether those interests are site-specific, high-level or strategic in nature. Once expressed, they can be shared with the appropriate agency. Avoid the tendency to point out to a First Nation that they contacted the wrong agency or committee. This can be seen as “splitting hairs” by a First Nation.

Awareness that Language has Underlying Assumptions

Being part of the dominant culture for the last century or more, the language we use is imbued with assumptions that may not be shared by First Nations. Our systems, our legislation, even some of our everyday terms are a direct legacy of the colonial mindset. One of the more obvious examples of this is the term “Crown land”. Although a Nation will understand what this refers to, it also reminds them that Crown lands were assumed by the colonial settlers without consent or surrender. For First Nations, this issue is not settled. We need to be aware of this continued unresolved issue and not exacerbate it.

The following subtleties should be avoided in communicating with First Nations:

- If the term “Crown land” needs to be used specifically; soften its presentation by saying something like “what we refer to as Crown lands”
- Conditional co-operation can be read into terms like “willing to co-operate” or “we agree/support...however”, etc.). Rather than be ambiguous and open the door to being interpreted as being in the position of choice to listen - or not listen - to the views of First Nations, state a spirit of cooperation very clearly (i.e. “we will seek to find ways to cooperate with you on this matter” or more simply, “we agree with your position on this issue. Please let us know how you think we can more specifically support you with the tools we have.”
- Authoritative language (i.e. “we hereby notify...”, “we will decide...”, “you must...”, etc.) assumes that everything is subordinate to our legislative authority
- Much like the case with using the term “Crown land”, we use other terms that may be offensive (i.e. “landowner”, “private property”, “land title”, etc.) as they infer that the lands question is settled and unquestioned in favour of “the Crown”. If there is no adequate alternative to describe a specific concept, state that as an unfortunate fact and explicitly include your recognition that these terms may offend but that it not your intention
- Consideration of residents as paramount (i.e. “unfortunately our tools are triggered by...residents”) implies First Nations are merely one of many “external stakeholders”
- Deference to our own organizational processes or the jurisdiction of another government agency as a reason to not act will be received as a First Nation as “passing the buck” instead of engaging in conversation on an issue; even if we cannot act, we can learn from discussing the issue

Requesting Information from a First Nation

Whether it is requesting input on a site-specific referral, inviting a First Nation to a Community-to-Community meeting, a technical review of a report or attendance at a cultural event, who we approach in a First Nation and how we do that is important. Just like our own organization, First Nations have people in their community who are experts in their field.

It is preferable to check out who is on staff and what role they play. If there isn't a person in the band office you know well enough to call and ask for advice on this, then start with the Nation's website. Is a referral marine or foreshore-related? Then a good approach would be to call the Fisheries Manager (if the Nation has one) and ask them who the referral should be addressed to. Is there information needed about the historical significance of a certain place? Then calling the band office to ask if there is an elder or “knowledge-keeper” able to help is likely the best way forward. Is it an invitation to meet and get to know “Islands Trust staff or Trustees? Then it is the Chief and Council that the invitation should be addressed to.

Following Up on Non-Responses and Off-Topic Responses

When you ask someone a direct question and they do not answer you, they are often communicating a message in their silence. Perhaps you are not regarded as important enough to warrant the effort of an answer. A non-answer may reflect a sense of built up exasperation at having previous efforts at responding make no difference. Sometimes, a non-response is simply because a First Nation does not have any budget to hire someone to respond, or it just has gotten lost in a volume of paper and emails within the band office.

Take the time to follow-up within 30 days but without assuming why a response hasn't been articulated. It is within reason to explain that you would like to move forward with action but that you understand a non-response can mean many things. Express a willingness to keep the doors of communication open on any topic and reiterate that there is a sincere desire to start communicating with a deepened level of respect.

In the same way, an off-topic response can be conveying an important message as well. Follow-up with a direct engagement of the topic the First Nation has brought up. For example, if a First Nation has responded to a site-specific referral by pointing to an issue that is more important to them, respond to that issue or ask for more clarification. Don't hesitate to start these kinds of conversations. The resolution of the issues may not be within the scope of Islands Trust but discussing it with integrity shows respect. If another agency needs to be involved, we can help the First Nations make those connections.

Acknowledging Traditional Territory at the Beginning of a Meeting

In recent years there have been many "guides" made public about how to acknowledge the traditional territory of the First Nation that a meeting is taking place in. Although these guides have principles that are excellent, the Trust Area is a unique context of 37 First Nations with overlapping interests. It is not uncommon to have 15-20 First Nations claim a single island as their core territory and have those Nations represent two or more different language groups. To single out a particular First Nation or a particular language group, is to possibly cause offense to those First Nations or language groups not acknowledged.

To best serve the 37 First Nations with interests in the Trust Area, staff and Trustees need to seek out ways to be neutral, but respectful of all 37 First Nations. Almost all these Nations³ belong to the five branches of the Coast Salish languages, so it is entirely appropriate to acknowledge territory in the following way:

"Islands Trust would first like to acknowledge that we are meeting on Coast Salish Territory"

If a meeting is taking place where either K'omoks Nation or Sliammon First Nation also have asserted interests, it could be worded as:

"Islands Trust would first like to acknowledge that we are meeting on overlapping Coast Salish and Kwakwaka'wakw Territories."

This is the minimum show of respect. Staff and Trustees can expand on this territorial acknowledgement as they feel appropriate. However, do so with care because as you get more detailed you may run the risk of leaving out a First Nation or a language group.

Often the best way to approach a territorial acknowledgement is be humble and openly admit that you would like to express respect in this gesture but the complexity of 37 First Nations with overlapping Aboriginal interests, multiple Indigenous languages and a variety of welcome protocols in the Trust Area can inadvertently cause offense if we get it wrong, despite our best intentions. Stating the obvious with honesty and humility is, in fact, a good demonstration of respect.

³ K'omoks First Nation and Sliammon first Nation being the exceptions – they belong to the northern Kwakwaka'wakw Territory and are the southern boundaries for the Wakashan languages

Dealing with Racist Comments against First Nations

It is very unfortunate that in Canadian culture there are still many non-Aboriginal people who default to negative generalities and stereotyping of First Nations people, culture and groups. Islands Trust has a zero-tolerance for racist comments against any people based on culture, ethnicity or race. When dealing with racist comments against First Nations it is very important to deal with it quickly and strongly. If a written or verbal comment is left unaddressed, Islands Trust can be construed as being in agreement by its complicity. Try the following response to address racist comments being made against First Nations in the context of Islands Trust's work:

"Islands Trust greatly values its relationship with over 30 First Nations who have interests in the Trust Area. Although we care deeply about the transparency of dialogue at Islands Trust, we ask that you consider rewording your message in a more respectful way. As it is stated now, we will not consider nor record it due to its offensive wording to First Nations."

More often disrespectful comments come from individuals who feel they personally were not at fault for what has happened to First Nations and therefore feel no requirement to be sensitive about it. This presents a good opportunity to shift the focus from "fault" to "responsibility". It is the responsibility of all non-Aboriginal Canadians to correct the attitudes and systems of discrimination. This helps shift the language and perspective of many people, especially when you can point out that non-Aboriginals have enjoyed much privilege and prosperity from the same systems that have discriminated against First Nations. There are no easy answers as to how this will all work out but we need to collectively take responsibility as citizens.

APPENDIX A: 37 First Nations with Asserted Interests⁴ in the Trust Area

Listed Saanich Peninsula, south Vancouver Island, then northward on Vancouver Island. Then Mainland BC, north to south, then eastward.

WSÁNEĆ (Saanich) Peoples https://en.wikipedia.org/wiki/Saanich_people

- Tsartlip First Nation <http://tsartlip.com/>
- Tsawout First Nation <http://www.tsawout.com/>
- Tseycum First Nation <http://www.tseycum.ca/>
- Pauquachin First Nation <http://pauquachin.com/>
- Malahat Nation <https://www.malahatnation.ca/>

Lekwungen People

- Songhees First Nation <http://www.songheesnation.ca/>
- Esquimalt First Nation <http://www.esquimaltnation.ca/>

Beecher Bay (Sc'ianew) First Nation <http://www.beecherbaybc.com/>

Sooke (T'sou-ke) First Nation <http://www.tsoukenation.com/>

Hul'quimi'num Treaty Group <http://www.hulquminum.bc.ca/>

- Cowichan Tribes <http://www.cowichantribes.com/>
- Halalt First Nation <https://halalt.org/>
- Penelakut Tribe <http://www.penelakut.ca/>
- Lyackson First Nation <http://lyackson.bc.ca/>
- Lake Cowichan First Nation <http://lakecowichanfn.ca/>
- Chemainus (Stz'uminus) First Nation <http://www.stzuminus.com/>

Nanaimo (Snuneymuxw) First Nation <http://www.snuneymuxw.ca/>

Nanoose (Snaw-Naw-As) First Nation <http://www.nanoose.org/>

Qualicum First Nation <http://www.qualicumfirstnation.com/>

K'omoks First Nation <http://www.komoks.ca/>

Campbell River (Wei Wai Kum) First Nation <http://www.weiwaikum.ca/>

Cape Mudge (We Wai Kai) Nation <http://www.wewaikai.com/welcome-we-wai-kai-nation>

⁴ "Interests" assumes asserted Aboriginal rights and title on the land base of the Trust Area

Sliammon (Tla'amin) First Nation <http://www.tlaaminnation.com/>

Sechelt (shíshálh) Nation <http://www.shishalh.com/>

Squamish Nation <http://www.squamish.net/>

Tseil-Waututh Nation <http://www.burrardband.com/>

Musqueam First Nation <http://www.musqueam.bc.ca/>

Tsawwassen First Nation <http://tsawwassenfirstnation.com/>

Semiahmoo First Nation https://en.wikipedia.org/wiki/Semiahmoo_First_Nation

Sto:Lo Xwexwilmexw Treaty Association. <http://www.stolonation.bc.ca/>

- Aitchelitz First Nation
- Matsqui First Nation
- Popkum
- Skawahlook
- Skowkale
- Squiala
- Tzeachten
- Yakwekwioose

Hwiltsum First Nation https://en.wikipedia.org/wiki/Hwiltsum_First_Nation

Appendix B: Trust Area First Nations in the BC Treaty Process or Before the Courts

First Nations in Stage 5 of 6 in Treaty Process (Agreement-in-Principle; awaiting ratification)

1. K'omoks first Nation
2. Snaw-naw-as First Nation (Nanoose First Nation) (part of Te'Mexw Treaty Assoc.)
3. Malahat First Nation (also part of Te'Mexw Treaty Assoc., and a Douglas Treaty Nation)
4. Songhees First Nation (also part of Te'Mexw Treaty Assoc., and a Douglas Treaty Nation)
5. Sc'ianew First Nation (Beecher Bay) (also part of Te'Mexw Treaty Assoc., and a Douglas Treaty Nation)
6. T'Sou-ke First Nation (Sooke) (also part of Te'Mexw Treaty Assoc., and a Douglas Treaty Nation)

First Nations in Stage 4 of 6 in Treaty Process (Negotiating Agreement)

1. Cowichan Tribes (part of the Hul'quimi'num Treaty Group)
2. Stz'uminus First Nation (Chemainus) (part of the Hul'quimi'num Treaty Group)
3. Penelakut Tribe (part of the Hul'quimi'num Treaty Group)
4. Halalt First Nation (part of the Hul'quimi'num Treaty Group)
5. Lyackson First Nation (part of the Hul'quimi'num Treaty Group)
6. Lake Cowichan First Nation (part of the Hul'quimi'num Treaty Group)
7. Snuneymuxw First Nation (Nanaimo First Nation) (also a Douglas Treaty Nation)
8. shíshálh First Nation (Sechelt First Nation)
9. Tsleil-Waututh First Nation
10. Musqueam First Nation
11. Aitchelitz First Nation (part of the Sto:lo Nation treaty group)
12. Leqá:mel First Nation (part of the Sto:lo Nation treaty group)
13. Popkum First Nation (part of the Sto:lo Nation treaty group)
14. Skawahlook First Nation (part of the Sto:lo Nation treaty group)
15. Skowkale First Nation (part of the Sto:lo Nation treaty group)
16. Tzeachten First Nation (part of the Sto:lo Nation treaty group)
17. Yakweawioose First Nation (part of the Sto:lo Nation treaty group)

First Nations in Stage 3 of 6 in Treaty Process (Agreement Framework)

1. Squamish Nation

First Nations in Stage 2 of 6 in Treaty Process (Statement of Intent)

1. Hwlitsum First Nation (status of Nation under review)

First Nations with Ratified Modern Treaties

1. Tsawwassen First Nation (2009)
2. Tla'amin (Sliammon) First Nation (2016)

First Nation Currently Before the Court Regarding Rights and Title, Impacting Islands Trust

1. Esquimalt First Nation
2. Songhees First Nation
3. Hwlitsum First Nation

Working Effectively with Indigenous
Peoples™

27 Tips On What to Say and Do



By Bob Joseph at Indigenous
Corporate Training Inc.

Foreword

Handy practical tips to incorporate into that next meeting.

Bob Joseph



Thanks for downloading this ebook. It's based on content starting on page 174 of our [Working Effectively with Aboriginal Peoples®](#) book. If you click on red text in they body of an article you will be taken to additional information.

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Research research research

Research your personal, your corporate, and your team's perspective on working with Indigenous Peoples. The best time to do this research is before you start but it's never too late to start either.

This research can help you determine who to talk to, identify things to say and not say, help you get a sense of questions they will ask you and so much more. In short it will make you more culturally competent.

Check out our Indigenous [cultural competency self-assessment checklist](#) as a starting point.

Take training before you start

It is in your best interest to ensure you and your team are familiar with and understand the history of Indigenous Peoples in Canada, the challenges and **issues** they face. Learn about the difficult topics, such as **residential schools**, education, health and housing issues, and how to respond respectfully if the topics are brought up.

The training you take should provide you the means to build effective, sustainable, and mutually rewarding relationships with Indigenous communities. It will save you time, money, and frustration in the long run.

It can even **help your career**, as some training and some practical experience will help separate you from the crowd and other applicants.

Here are some **key points** to look for when selecting an Indigenous awareness trainer.

Do community research

Set aside the time to do extensive research into the community history, governing parties, **worldviews**, **culture** and traditions.

This is the single most important step to take **prior** to contacting the community. It can speed up consultation and engagement activities, buy you time, save resources, save you from going down the wrong path and more.

"But Bob, I don't have time to do this research!" If you don't do it and you start your work you can easily find yourself months down the road realizing you're going to have to start over because you hadn't done your due diligence. Starting over is frustrating for everyone and a waste of time and resources.

Know community dynamics

Recognize that there are many dynamics at play when working with Indigenous Peoples, Indigenous governments, and organizations.

One example could be, the traditional leaders work well with the elected leaders and in other places it's the opposite in that the traditional leaders don't get along with elected peoples.

Try to learn all you can about the dynamics of communities and the individuals in a community before trying to start a relationship and undertaking work. Such learning can help you come up with more **effective strategies** in your work in the community saving you time and resources in the long run.

Recognize Nation autonomy

One Indigenous Nation cannot speak for another Indigenous Nation. Strive to avoid setting up processes, discussions, engagement or consultations where this could be an issue.

Watch your timing

Through your research you will learn about the timing of traditional activities so you can plan your work to respect these important events.

Timing can be everything for the person who wants to build effective and sustainable relationships with an Indigenous community. Consider those whose cultures revolve around **fish and fishing**. They have a very limited window (dictated by nature and regulated by the Department of Fisheries and Oceans) in which to catch enough fish to feed their members through the winter and for cultural events and feasts. The priority of fishing can extend to the entire community – including the Chief and Council. In this environment, it may be next to impossible to get a meeting to happen during the fishing season. Talk about bad timing.

Next, consider the issue of death in a community. Life is precious in any community, but population is a critical concern to communities struggling to grow as Nations. In this context it is not uncommon for all community operations, including the Band office, to shut down completely following the death in a community. Try not to be disappointed if this happens to you.

Establish relationships early

It would be ideal for you to try to establish a relationship and meet before you need something.

Efforts devoted to building the relationship in the early phase is a wise and valuable investment of your time and resources because it can help build trust which can be hard to come by when things get rolling with tight timelines etc.

Consider hosting "get to know you" meetings, or attending community events and meeting new people as a way to establish a positive relationship.

Match team composition

Try to match your team's composition with the community's decision-making structure. In other words, if women are the decision makers, then send women and visa versa.

It doesn't become a problem in every situation, but if it does occur expect delays. That's why it's vital that you do your research and identify the leadership structures and assess the governance traditions of the community you want to work with.

Matching your team to the community's work team is a wise and respectful strategy that can establish a good working relationship quicker and avoid problems in the long run.

Obviously, if the only person is you or a teammate and you don't match then you have to go.

Use caution shaking hands

Offering a hand for a handshake is a fairly common social practice when meeting people. This works most of the time, but we do have to remember that when we are working with Indigenous Peoples we are working across cultures with individuals in their own right and that some Indigenous People do not shake hands and therefore are not expecting, or are uncomfortable with, a handshake. With this in mind, we have to understand and be prepared to offer a hand and not have one offered in return.

Should this happen to you, be sure not to read anything into the fact that someone from the community didn't offer to shake hands with you when you offered a hand first. Do not interpret it as a sign of disrespect, or a sign that they don't like you, when it could possibly be a sign that they simply don't shake hands.

Keep in mind that the typical North American elbow grab and double pump with firm squeeze may not be needed or appreciated either. If they offer a hand then match the intensity and actions. If they don't offer a hand simply withdraw yours in a way that is not too obvious and move on.

Prepare to be recorded

Some communities have had problems in their dealings with people who were less than honourable in remembering what they said.

As a result, be prepared to have your meetings recorded via microphone or video camera.

Always do protocol

It can be customary among Indigenous Nations to acknowledge the host peoples and their territory at the outset of any meeting. The long struggle for respect has been tough, but through it all Indigenous communities have continued to follow basic protocols.

It follows then that if you want to work effectively with Indigenous Peoples one of the best ways to do it is to show respect to the people you are working with. This can be established at the beginning of any meeting by following proper protocol and acknowledging the host community, its people, and its territory.

During the research process look for clues as to proper protocol. If you can't find any try to determine if you are meeting on traditional or treaty lands.

Here are two examples of appropriate “protocol” messages.

Treaty Territory Protocol

“I would like to thank **(what the community calls itself here)** for agreeing to meet with us today and for welcoming us to your treaty lands.”

Traditional Territory Protocol

“I would like to thank **(what the community calls itself here)** for taking the time to meet with us and for inviting us into your traditional territory.”

Stay up-to-date on issues

A key to working effectively with Indigenous Peoples is to understand their issues and perspectives in advance. Learning a community's history and current issues will enable you to anticipate its priorities and core concerns about your interests.

I use google alerts to track communities and people I'm working with. I ask google to give me timely, weekly reports on a community and specific people I'm working with as it helps me see important messages and trends that can guide me to change my strategy or approach.

Consider utilizing social media to help learn about and understand people and communities. Many high ranking leaders have twitter accounts and are commenting on media issues, sometimes even before they hit **mainstream media**.

If a community publishes its own newspaper or blog I always subscribe or follow those too.

Ask “where are you from”

Do ask people “where they are from”.

Whenever I meet other Indigenous peoples one of the first things I ask or am asked is, where you from? It does not mean where do you live, it means where are your people and territory.

If they say, "I'm Bob and I'm from the downtown eastside" I've learned that they don't live in the community and maybe don't spend all their time thinking about community interests.

If they say, "I'm from the xyz nation and our territory is over here", I've learned they are part of a community and do pay attention and maintain ties to it.

Obviously you can't say "where are you from" when you are out in the community but you could change it up and say, "this is a beautiful community, did you grow up here?" The answer you get could surprise you.

Proper communications

Internal community communications happen in many different ways and can impact your organization's ability to work effectively with those communities.

Some prefer town halls, others post meeting minutes on their website, some use First Nations radio, some use television, others communicate in their own newsletter or publication.

Be sure to do proper, as in it is the same as they prefer, communications to ensure people have a chance to engage.

Pacing of communications

Try to match the pacing of communications of the people you are working with.

The traditional mode of Indigenous communication is oral so speech nuances like tone, tempo, volume and inflections can be very important. Be aware and try to match the community style of speech if you can without trying to copy their accent. Also, don't be in a rush to respond until you figure out the pacing etc.

Mind the agenda

Do seek strategic placement for your organization's issues on the community meeting agenda.

Some communities don't meet every day but meet periodically so they try to cover a multitude of agenda items in a single sitting. If you want to make a presentation at the next meeting, you will want a good position on the agenda. A bad placement would have you speaking after someone who might agitate the community - pretty hard to have a good response to your presentation if everyone is upset.

A suggestion is to ask for a copy of the agenda in advance of the meeting. If your position on the agenda is unfavourable, then ask for a better position or maybe even be prepared to postpone your presentation until the next meeting in hopes of a better placement.

Mind people alignment

The old saying that “You can tell a lot about people by the company they keep” applies to your work in Indigenous communities, whether you realize it or not. For example, if there is an upcoming election and you have aligned yourself with the outgoing Chief or Council, you may have created a serious “people alignment” problem for your work.

Your selection of consultants to work on your behalf can have similar sensitivity. The reputation of how your hired consultant works with Indigenous Peoples will be considered a reflection on you and your company. Hire accordingly; this also applies to **contractors and subcontractors** as your project progresses.

When attending a multi-party meeting with an Indigenous community, try not to sit close to people whose issues with the community are more contentious than yours as you could inadvertently be perceived as part of that contentious issue.

Also, be wary of the first person who wants to be your friend, and try to get to know those who seem to be avoiding you.

Expect different leaders

It is possible to meet elected and hereditary chiefs in the same community and meetings.

A Band Chief is elected by Band members to govern for a specified term. Under the specifications of the *Indian Act*, First Nations must have an election every two years.

A **Hereditary Chief** is a leader who has power passed down from one generation to the next along blood lines or other cultural protocols, similar to European royalty.

It is possible, and so one should be prepared to meet both Band Chiefs and Hereditary Chiefs on the same day and in the same meeting. Hopefully this information turns up in your research and you can plan accordingly on how to deal with such situations.

Know the collective way

Be aware that Indigenous rights are communally or collectively held and that the whole community may need to be involved in the decision-making process.

On occasion we have seen both traditional and elected leaders end up facing the anger of the people for decisions made about their collective rights.

We have seen decisions get overturned later because leaders were off-side in their authority and decisions. If you want to avoid such situations simply take a "cast a wider net approach" and talk to more people in the community.

Joint problem solving

Use a joint problem solving approach in your work with communities.

If you think about the history of Indigenous relations it has been very much a "Hi, I'm from the government and I'm here to help." The problem is that all that help has not really been helpful. So to say, I'm here to help sends the wrong message.

Instead say things like, "I have lots to share but I know I have lots to learn and I'm looking forward to working with the community on these items of mutual interest." Don't be afraid to ask them for ideas on how to solve problems too.

Honour your agreements

Honour all your agreements, especially your oral agreements

Traditionally, Indigenous communities are **oral societies** and oral agreements are even more important than written agreements. In Indigenous culture, your word is more important than anything written on a piece of paper. At all costs, you must make sure that you protect your word and integrity in all your dealings on behalf your organization. Nothing can damage your reputation more than having to say, “Things have changed and I will no longer be able to deliver what I promised.”

A good mantra to adopt is "promise less, deliver more".

Anticipate their questions

Anticipate questions they may have of your organization and prepare answers to those questions in advance.

Expect questions in regard to the scope of your proposed work and its impacts on the community. Expect also to be questioned about your personal and corporate history and values.

If you're in government expect all kinds of challenging questions, especially questions about past relationships.

Dress for the weather

Consider dressing down for work in the community. In many cases, community offices have more casual dress policies than does corporate Canada.

Showing up in the pinstripe suite or with that Gucci purse can send the wrong message.

Don't get me wrong, some communities dress professionally as we would expect in business or government but others don't and dress more for the region and the weather.

Aid cultural survival

Be aware that cultural survival is a fundamental driver of an Indigenous community's decision-making process.

Every decision made reflects the need to protect the land and culture for **future generations** and is the reason that decisions can take longer in Indigenous communities.

Decisions made that protect cultural survival and the **land** can sometimes not make sense from a **business** perspective but if we can align cultural survival with government or business objectives things can run a lot smoother.

Avoid sacred sites

Avoid **sacred sites** at all costs. Some of the biggest conflicts in Canada have been around sacred site issues. Indigenous communities will escalate things really quickly around sacred sites issues.

Remember that they don't like to talk about sacred sites as they don't want to make them public knowledge. It may be necessary to sign confidentiality agreements or have off-the-record meetings to learn about them.

Participate in cultural events

At some point during your work with an Indigenous community, you may be invited to participate in cultural events.

It could be an opening prayer, a smudge, or some other form of cultural activity. They may even ask you to dance in front of 500 of the closest relatives.

It can be very unnerving to participate in a smudge or another type of ceremony for the first time. When in doubt about what to do, ask the host or a friend of the community to explain the ceremony's participation process. If all else fails, follow the lead of the people in front of you.

If you are invited to attend a potlatch, consider it an honour - here are some [potlatch protocol](#) guidelines.

Be prepared to ask for help

Be prepared to say that you are having a problem and that you are seeking their help on how to solve it.

It's a very simple and honest admission that you are having a problem and have come to them for advice. Seeking their input shows respect, humility and a willingness to learn.

Thanks for reading

Thanks for reading. We hope you find these tips helpful for your work with Indigenous Peoples.

If you want to learn more personally consider registering for one of our public training sessions. If you are interested in helping out your whole team, consider bringing us on-site to deliver training. Our website address is www.ictinc.ca

Don't hesitate to contact us to discuss your options. You can send us an email at info@ictinc.ca or give us a call at toll free 1.888.986.4055

Halakas'la

Bob Joseph

Guide to Terminology

Hey, if you liked this ebook and want to expand your knowledge, why not download our *Indigenous Peoples: A Guide to Terminology*?

[CLICK HERE](#)

Working Effectively with Indigenous
Peoples™

23 Tips On What Not to Say or Do



By Bob Joseph at Indigenous
Corporate Training Inc.

Foreword

Handy practical tips to incorporate into that next meeting.

Bob Joseph



I train thousands of people every year and the issue that learners are most concerned about in their work with Indigenous Peoples is saying or doing the wrong thing. This guide is provided to help people avoid saying or doing the wrong things. It's based on content starting on page 174 of our [Working Effectively with Aboriginal Peoples®](#) book.

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Don't use colloquialisms

Few things will tarnish you faster than the thoughtless use of colloquialisms. Many colloquial expressions used in popular communication carry connotations that may offend at least some of the people you will meet.

Use these 8 colloquialisms at your peril!

1. Indian giver
2. Circle the wagons
3. Low man on the totem pole
4. Rain dance
5. Too many Chiefs, not enough Indians
6. Pow wow
7. Indian Summer
8. Indian Time

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Don't use acronyms

We have attended many meetings in First Nation communities and have witnessed first-hand the overuse of acronyms by other visitors, which may make great sense to the speaker, but not to those listening.

Remember where you are and who your audience is. Not only will many in your First Nation audience be unfamiliar with your acronyms, they may not even want to learn them. Or, worse yet, will think you're talking code so it's best to avoid using acronyms.

Don't use all technical terms

Much the same as the overuse of acronyms, overuse of technical terms will leave the same impression. First Nations people are like audiences anywhere in the sense that they want a presentation they can relate to and understand.

One comment we often hear First Nation community members say is, “How come the presenters have to use such big words?” Use plain language that everyone can understand.

A good presentation will include layperson and technical person information.

Don't use "stakeholders"

In your written and verbal communications

"Stakeholder" is a commonly used business term that should be avoided at all costs when working with First Nation communities. If the 'Rod and Gun Club' (a stakeholder) doesn't like what you are doing they can lobby their MP or MLA to try to effect changes. If a First Nation community doesn't like what you are doing they have the ability to launch legal action thereby putting your work in immediate jeopardy for a number of years.

In this context, First Nations people are not merely stakeholders - they have constitutionally protected rights and are used to dealing with Canada, provinces and territories on a **Nation-to-Nation** basis.

Consider these recommendations that we make in our courses. Use "rights holder" instead of "stakeholder". You could also say something along the lines of "we are reaching out to governments, Indigenous Peoples, and stakeholders to gather feedback for our work."

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Don't force your timelines

and tell them they have to meet them

Timelines are thorny issues in First Nation communities. A good working rule to incorporate is “our timeline is our problem”.

At present, most people who go to a community to do business have a timeline. Push too hard on meeting those timelines and you'll create resistance which in the end will stretch your timeline out even further.

Additionally, If you push for the sake of your timeline, you may find that it compromises future business opportunities in that community. Conversely, you will likely win respect and a more receptive hearing if you approach the community with an attitude marked by interest and willingness to listen, leaving your timeline back in the office.

There are ways to overcome timeline issues such as capacity building or **building long term relationships**.

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Don't use "equally"

As in "we have to treat you equally with others..."

"Equality" and "Equally" are terms that should be avoided when working with First Nations people. When they hear the term equality or equal they hear that they have to give up their **constitutionally protected rights** or they hear we can be equal only if **they** give up **their** human rights to be who they are as a People.

They have no interest in giving up their constitutional, legal, political, or human rights and will react strongly when these words are used.

Don't insist on dates to meet

It sounds obvious but this sometimes happens.

Don't tell the community what dates you should meet and then insist on it.

Your meeting is just one of many and may not be a priority for the community representatives who are very busy managing and addressing the needs of their communities.

There are also cultural, traditional and seasonal pursuits such as **hunting** and **fishing** that only happen at certain times of the year and these will take precedence over your meeting.

A more respectful strategy is to ask which dates would work best for their community.

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Don't name drop

As in "I just came from this other community and they liked me..."

Many people assume that it is okay to name drop as they move from community to community in their work. Such assumptions are risky and can be outright destructive. Everything can change as we move between communities, even when communities are in close proximity to one another. Ask yourself where the value is in adding this into a conversation. Here's an article on the pitfalls of this from our blog:

["First Nation Name Dropping - the Dead Cat Bounce"](#)

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Don't best friend it

As in "some of my best friends are Indigenous Peoples"

Personal connections are important and there are times we should bring them into a conversation. Bring them in too soon though and you risk being seen to be over compensating. Worse yet, you could name drop the wrong person or community, both of which can be disastrous for you. Give the relationship a little time before you "best friend" it.

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Don't discuss types of chiefs

Elected vs. Hereditary chiefs

This can be interpreted as disrespectful to the lineage of hereditary chiefs that dates back to time immemorial.

Some communities have elected chiefs. Others have elected and hereditary chiefs or other forms of traditional government leadership.

The system of having band chiefs and band elections every two years was forced upon First Nations in the *Indian Act*.

I would also encourage people to stay away from conversations around style of government. For example, "I prefer a municipal style of government."

Don't assume a Band is in its own territory

Throughout Canada, many bands' **reserves** have been relocated from their **traditional territories** for different reasons. Do your due diligence research and learn the history of the community you are working with or hope to work with. This will help you avoid talking to the wrong community or talking to communities in the wrong order.

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Don't make assumptions about the band's authority

In land use matters

Don't assume that the band Chief and Council are able to make land use decisions regarding their Peoples' territory.

We know of instances where the traditional leaders make land use decisions and the elected ones do housing, health care and education.

We have also seen instances where community members, who do not support a band council decision, go to great lengths to change the decision and/or the leaders who made those decisions.

Keep in mind the rights of First Nations peoples are collectively held in law and consultation with the broader community may be required.

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Don't go with a completed draft plan

Showing up with completed draft plans signals to the community that your project is a done deal and you are meeting with them only because it looks good - an item to be checked off on the list. Insincerity is easily detected.

Don't assume men rule

We see people go to communities from time to time with the assumption that they will be dealing with men and that the men rule.

Some communities have a matriarchal leadership while others have a patriarchal leadership structure. Do your research in advance find out what roles exist and who does what and when.

Don't cut cookies

or use the same old consultation process

Don't expect to consult with the same community in the same way on different issues. What worked last time may not work next time.

Different issues will have different concerns and impacts. Take the time to learn the concerns of a community - it could be providing employment or preserving culturally significant areas - and modify your approach to respect the individual issue. It's always good to avoid the cookie cutter approach when working with communities.

Potluck & Potlatch

The same right?

Don't confuse potlatch with potluck.

Potlatch is an ancient, traditional gathering held by many Northwest Coast First Nations that survived the best attempts of the government to banish it. It is a primary means for the communities to bear witness, to confirm in public any changes in status such as marriages, birth, death, and coming of age and so much more. The word itself is a Chinook Jargon word that means "to give".

At a potluck I bring the rice crispy squares and you bring the chicken wings.

Reserves & Reservations

The same right?

Don't confuse reserves with reservations.

Reserve is the Canadian term. Bands and their members are situated on reserves. Reservation is the American term for a place where Native American tribes live. So, in Canada, we don't have reservations except at hotels, restaurants and airlines.

There are also urban reserves, of which there are two types: one is a reserve that was **rural** but became urban when a neighbouring town expanded around it, while the second is created when a First Nation acquires a block of land in a city and works through the process of **acquiring reserve status** for the land.

Don't use bad terminology

What is the best terminology? Is it "Indian" or "Native" or "Indigenous"?

Our suggestion is to always go with what they are calling themselves. Call the band office after hours and they will tell you what they are calling themselves in their answering machine message. A little research goes a long way here.

I talk all about this subject in [this short video](#).

Don't question Canadianness

I was at a community meeting one time where a curious participant asked the community members if they were going to be Canadian when the treaties and court cases were all done.

It's a good question if you are trying to start a bench clearing brawl. Do your own research rather than risk it. Treaties are attached to the Constitution. It makes Indigenous Peoples a part of Canada.

Court cases are fought in Canadian courts most of the time. If Indigenous Peoples were trying to not be Canadian, why would they fight court cases using a Canadian court? Many understand that to be Canadian.

I should note a small number of communities take a sovereignty perspective.

Don't impose eye contact

Don't impose or expect direct eye contact.

Many non-Indigenous people believe that it's important to maintain eye contact during conversation.

For many Indigenous Peoples, continuous eye contact may not be expected or appreciated. For residential school survivors, eye contact with school or church officials could have resulted in physical punishment.

For hunter societies, if they were spending all their time looking each other in the eye they could miss dinner walking by.

Don't overdress

Don't overdress for community meetings.

Along with any assumptions, you should also leave behind the business suit, Gucci bag or high heel shoes. This style of attire can send two wrong messages:

- 1) you have lots of money
- 2) your attire indicates a “defender of the empire” attitude.

Both of these messages can have serious ramifications for your meeting by setting a tone that may not accurately reflect you or your organization.

Don't fret meeting duration

Don't fret, stress, and obsess about the duration of a meeting.

Sometimes meeting agendas aren't adhered to if certain topics take longer to discuss or new ones arise. Be present in the moment. When you book a meeting with a community, try to keep a buffer of time between the expected ending of the meeting and your next appointment. Don't check your watch, and definitely turn off your phone or put it in quiet mode.

If you forget to turn it off and it buzzes or flashes lights don't pick it up, read and then start to reply as this is very rude.

Don't answer too soon

Don't feel that you must answer or fill the silent periods during discussions. These silent periods can be longer than you are accustomed to, and may be needed for thought formulation. Try to ensure the speaker has finished before you contribute to the conversation.

Thanks for reading

Thanks for reading. We hope you found these tips helpful for your work with Indigenous Peoples.

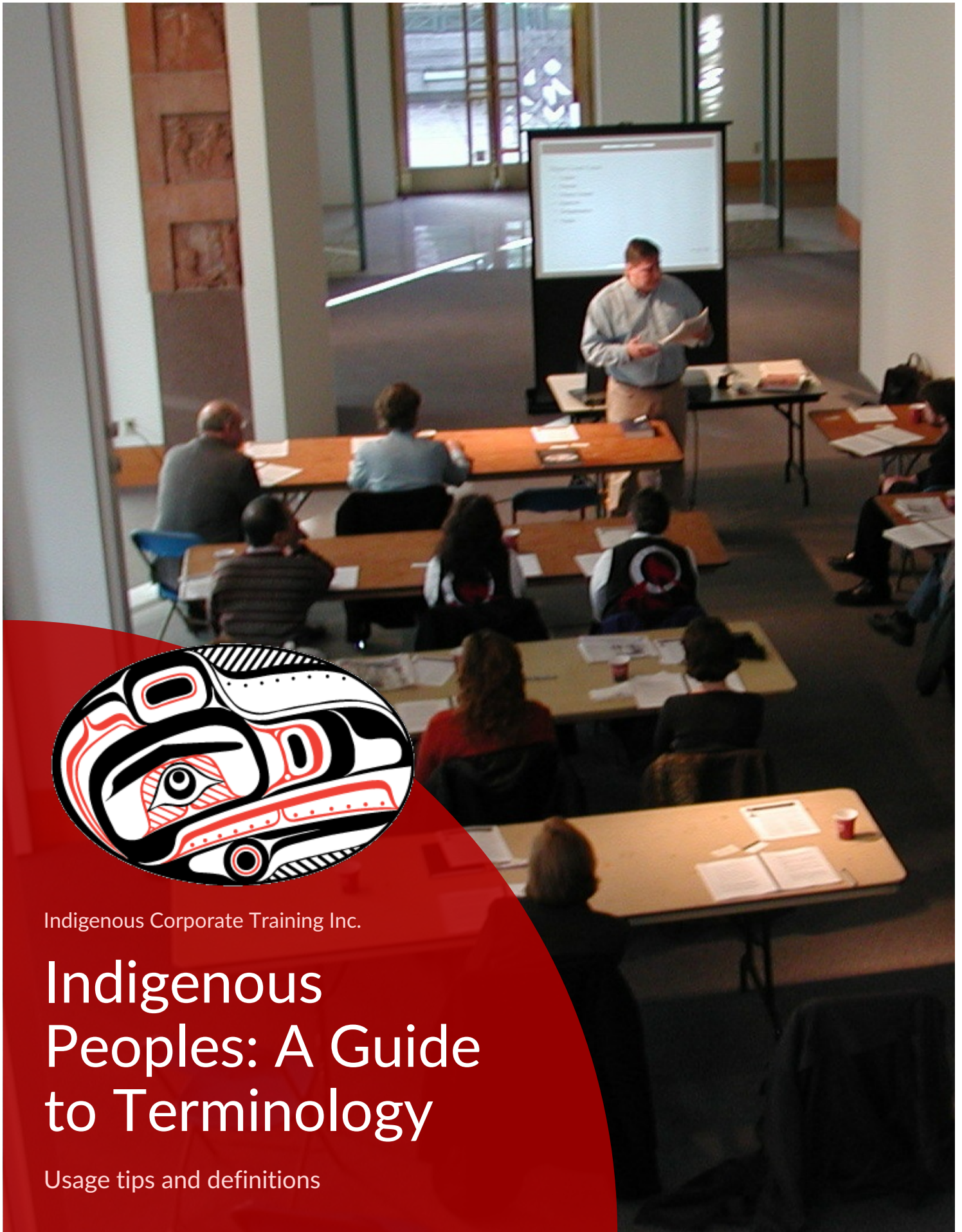
If you want to learn more personally consider registering for one of our public training sessions. If you are interested in helping out your whole team, consider bringing us on-site to deliver training. Our website address is www.ictinc.ca

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27 Must Do's free ebook

Hey if you liked this ebook why not download the companion book called 27 things you should say and do when working with Indigenous Peoples.

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Indigenous Corporate Training Inc.

Indigenous Peoples: A Guide to Terminology

Usage tips and definitions

Foreword



Hi there, I'm Bob Joseph, founder of Indigenous Corporate Training Inc., One of my personal and professional goals for over 20 years has been to help people and their organizations to work more effectively with Indigenous Peoples.

My Canadian clients include all levels of government, Fortune 500 companies, financial institutions, including the World Bank, small and medium sized corporate enterprises, and Indigenous Peoples.

I have worked internationally for clients in the United States, Guatemala, Peru, and New Caledonia in the South Pacific.

I hope you enjoy this ebook in which I provide some perspective on historical, political and community terminology, plus some definitions of common terms as well as tips regarding usage.

What is the definition of Indigenous Peoples?

Before we begin, a bit of context....the First Peoples of this land now known as Canada formerly had unique communities with unique names - there wasn't a need for collective nouns or complicated terminology. With European contact and ensuing colonization, the government required people to be defined and labeled for ease of governing.

As it stands, there is no generally accepted definition of Indigenous Peoples in a global context. Some countries refer to Indigenous Peoples as the people who were there first at contact. Others refer to Indigenous Peoples as the nomadic peoples within their borders.

In Canada, we seem to be using a definition of Indigenous Peoples that mirrors the constitutional terminology of Aboriginal Peoples as stated in [Section 35](#) that includes the Indian, Inuit, and Metis Peoples.

So when it comes to these two terms what's the best terminology? As always, my favorite answer is "it depends." It really depends on which hat people are wearing.

The federal government sent a strong signal that they prefer Indigenous Peoples in the victory speech, and in the changing of the name of the department of Aboriginal Affairs and Northern Development Canada to Indigenous and Northern Affairs Canada. So, if you are in the federal system, I think you would be okay to go with Indigenous Peoples.

What is the definition of Indigenous Peoples? cont'd

What about the provinces? Had you asked me a few years ago which province in Canada would be the first to go with the terminology “Indigenous Peoples” I wouldn't have picked Alberta but we now see that province going with this term. In Ontario recently we saw the Government of Ontario change the name of its ministry to Indigenous Relations and Reconciliation, signaling a direction from that province. Manitoba First Nations leadership has stated on occasion that they would be interested in dealing with anybody who referred to them as Indigenous peoples.

As for us here at Indigenous Corporate Training, we have begun the process of switching over our materials from Aboriginal Peoples to Indigenous Peoples. Certainly those companies who operate internationally should be going with the international term of Indigenous Peoples.

I think people will continue to ask for practical advice on this and I like to share with them a story about Wayne Gretzky and his philosophy when he was playing hockey. He stated something along the lines of, “I'm not worried about where the puck was. I'm not worried about where the puck is. What I am thinking about is where the puck will be in two plays from now and that's where I have to try to get to.” That's my advice for people working on Indigenous relations and reconciliation. Start moving to where the puck will be in two plays.

BTW: In this [youtube video](#), from a presentation at the Vancouver Board of Trade, I provide a short take on terminology.

Indigenous or Aboriginal?

Which is correct?

“Which is correct? Indigenous or Aboriginal” is a frequently asked question for us at Indigenous Corporate Training Inc.. We really appreciate the question and the motive behind the question - to respect Indigenous Peoples by using the correct terminology.

Usage of the word "Indian" in Canada is decreasing due to its incorrect origin and connections to colonial policies under the *Indian Act*, and government departments such as the Indian Department (precursor to INAC), Indian Agent, Indian *residential schools* etc.

Aboriginal Peoples moved into popularity as the correct collective noun for First Nations, Inuit and Métis and was widely adopted by government and many national groups. This distinction was made legal in 1982 when the *Constitution Act* came into being. *Section 35* (2) of the Act states:

In this Act, "aboriginal peoples of Canada" includes the Indian, Inuit and Métis peoples of Canada.

However, "Aboriginal Peoples" has met resistance to its usage from some groups, as discussed in "*Indigenous vs. Aboriginal*".

For some more information on the significance of the government embracing Indigenous, please read "*Back to the Future: PM-designate Justin Trudeau evokes the Royal Proclamation.*"

Indigenous Peoples terminology

Tips and guidelines for usage

So, now some tips and guidance on usage of "definitions" of Indigenous Peoples in Canada.

The following pages cover some guidelines for usage:

Aboriginal Peoples

Usage guidelines

Aboriginal Peoples

The collective noun used in the Constitution Act 1982 and includes the Indian (or First Nations), Inuit and Metis Peoples so legally it will always have a place at the terminology table.

Can:

- Use interchangeably with First Peoples
- Use interchangeably with First Nations
- Use interchangeably with Indigenous Peoples

Caution:

- If using interchangeably with First Nations note that some First Nations prefer not to be called Aboriginal Peoples
- If using this term, it should always be Aboriginal Peoples together as opposed to Aboriginal or Aborigines.

Indigenous Peoples

Usage guidelines

Indigenous Peoples

A collective noun for First Nations, Inuit, Métis and growing in popularity in Canada.

Can:

- Use interchangeably with First Peoples
- Use interchangeably with First Nations
- Use interchangeably with Aboriginal Peoples

Caution:

- If using interchangeably with First Nations as some may have more preference for Indigenous Peoples, for example First Nation communities in Ontario have expressed publicly and politically that they prefer Indigenous Peoples

First Nation(s)

Some usage guidelines

First Nation(s)

First Nation is a term used to identify Indigenous peoples of Canada who are neither Métis nor Inuit. This term came into common usage in the 1970s to replace the term “Indian” and “Indian band” which many find offensive. First Nations people includes both status and non-status Indians so there’s a need to careful with its usage, especially if in reference to programs that are specifically for status-Indians.

There is no legal definition for First Nation and it is acceptable as both a noun and a modifier.

Can:

- Use to refer to a single band or the plural First Nations for many bands
- Use “First Nation community” is a respectful alternative phrase
- Use instead of “Indian” when referring to an individual

Caution:

- If using interchangeably with Aboriginal Peoples as some First Nations people don’t like the term Aboriginal Peoples
- If using interchangeably with First Nations as some may have more preference for Indigenous Peoples, for example First Nation communities in Ontario have expressed publicly and politically that they prefer Indigenous Peoples

Indian

Some usage guidelines

Indian

“Indian” is the legal identity of an Indigenous person who is registered under the Indian Act.

One story about the origin of the term “Indian” dates back to **Christopher Columbus**, who mistakenly thought he had reached the East Indies, so referred to the people in the lands he visited as “indios” which is Spanish for Indian.

Can:

- "Use in direct quotations
 - Use when citing titles of books, works of art, etc.
 - Use in discussions of history where necessary for clarity and accuracy
 - Use in discussions of some legal/constitutional matters requiring precision in terminology
 - Use in discussions of rights and benefits provided on the basis of "Indian" status
 - Use in statistical information collected using these categories (e.g., the Census)"
- [1]

Caution:

- If using in front of individuals some may deem it as derogatory and outdated and call you out on it.

[1]Strategic Alliance for Broadcasters for Aboriginal Reflection

Indian (cont'd)

Some usage guidelines

Indian (continued)

There are categories of “Indian”:

Status Indians - are those who are registered under the **Indian Act**

Non-status Indians* - are those who generally speaking have two distinct qualities: (1) they lack status under the *Indian Act*; and (2) they have Indian heritage; in other words, they have **lost their status or whose ancestors were never registered or who lost their status under former or current provisions of the Indian Act

Treaty Indians - are those who are members of a community whose ancestors signed a **treaty** with the Crown and as a result are entitled to treaty benefits

* Non-status Indians and Métis historically were not covered by the Indian Act but as of the Supreme Court of Canada decision on April 14, 2016, they are now considered Indians; how this will affect their rights has not been determined at this time.

Inuit

Some usage guidelines

Inuit

Indigenous people in northern Canada, living mainly in Nunavut, Northwest Territories, northern Quebec and Labrador. Ontario has a very small Inuit population. Inuit are not covered by the *Indian Act*.

Can:

- Use Inuk when referring to an individual Inuit person
- Use Inuuk when referring to two people; for three or more people, it is Inuit
- Inuit People - in the Inuktitut language the term **Inuit** translates to "the people".

Caution:

- Eskimo as it is considered derogatory. Here's some more information on terminology related to **Inuit Peoples of the World**
- Inuit are not the same as Innu as Innu are an Indigenous group that primarily live in northeastern Quebec and southern Labrador

Métis Peoples

Some usage guidelines

Métis Peoples

Métis Peoples are people of mixed Indigenous and European ancestry. The Métis National Council adopted the following definition of “Métis” in 2002: *“Métis” means a person who self-identifies as Métis, is distinct from other Aboriginal peoples, is of historic Métis Nation Ancestry and who is accepted by the Métis Nation.*”*Métis are now covered by the Indian Act.

Can:

- Use in reference to ‘persons whose ancestors inhabited Canada and received land grants and/or scrip’ [1]
- Use in reference to those who self-identify as Métis

Caution:

- Some people may refer to themselves as Métis but upon further research they might fit more into non-status Indian than Métis; for example, "Barbara" self-identifies as a Métis person but with some exploratory questions you discover she lost her status in 1981 upon marriage to a non-status Indian; Barbara doesn't meet the criteria as Métis person based upon the definition above

[1] Aboriginal Peoples: Terminology and Identity, Library of Parliament Research Publications

Native

Some usage guidelines

Native

A becoming gradually outdated collective term referring to Indians (Status, Non-status, Treaty), Métis, and Inuit but has largely been replaced by Indigenous. While some First Nations individuals refer to themselves as “Native” that doesn’t necessarily give non-Indigenous people license to do so.

Can:

- Use when working with organizations such as the Native Women’s Association of Canada
- Use when an individual self-identifies using this term.

Caution:

- Use it sparingly as some see it as derogatory and outdated. The term was popular in the colonial and settler era.

Punctuation

A couple of notes on punctuation:

- Always **capitalize** Indigenous, Aboriginal, First Nation, Inuit, Métis as a sign of respect the same way that English, French and Spanish etc are capitalized
- Avoid using possessive phrases like “Canada’s Indigenous Peoples” or “our Indigenous Peoples” as that has connotations of ownership. Perhaps go with “Indigenous Peoples of Canada”
- We’re not sure why, but the plural possessive for First Nations, Indigenous Peoples, Aboriginal Peoples does not generally use the apostrophe so you won’t see, for example, “First Nations’ land”
- Both Métis and Metis are in use. Go with what the people you are working with use.

We harken back to our main terminology training tip here which is “always go with what people are calling themselves”. It requires some research but it will be worth the effort.

You can watch this **Vancouver Board of Trade video** here to get my pro tip for research on this topic. Hint: it’s “call the community office after hours to listen to the recorded message.”

Aboriginal Consultation

Some frequently used terms

Aboriginal Consultation: The Crown has a legal duty to engage in meaningful consultation whenever it has reason to believe that its policies or actions, directly or indirectly, might infringe upon actual or claimed Aboriginal interests, rights or title.

Aboriginal Interest: A broad term referring to the range of rights and entitlements that may arise from long use and occupation of traditional territories by Aboriginal people. Application of common law, statute law, treaty provisions, and the Constitutional protection provided to “... the existing aboriginal and treaty rights of the Aboriginal people of Canada” by section 35 of *The Constitution Act, 1982*, to the facts of the particular case, determines the scope of “Aboriginal interest”.

Aboriginal people/persons: More than one Aboriginal person.

Aboriginal people: Entire body of Aboriginal persons in Canada.

Aboriginal Peoples: Defined in the *Constitution Act, 1982* to include all Indigenous people of Canada - Status Indians, Non-Status Indians, Métis and Inuit people.

Aboriginal Rights

Some frequently used terms

Aboriginal Rights:

- practices, traditions or customs which are integral to the distinctive culture of an Aboriginal society and were practiced prior to European contact, meaning they were rooted in the pre-contact society;
- must be practiced for a substantial period of time to have formed an integral part of the particular Aboriginal society's culture;
- must be an activity that is a central, defining feature which is independently significant to the Aboriginal society;
- must be distinctive, meaning it must be distinguishing and characteristic of that culture;
- must be given priority over all other land uses, after conservation measures;
- must meet a continuity requirement, meaning that the Aboriginal society must demonstrate that the connection with the land in its customs and laws has continued to the present day;
- may be the exercise in a modern form of an activity that existed prior to European contact;
- may be regulated by government, but only by legislation explicitly directed at a compelling and substantial objective such as the conservation and management of natural resources;
- do not include an activity that solely exists because of the influence of European contact; and
- do not include aspects of Aboriginal society that are true of every society such as eating to survive.

Aboriginal Title And Band

Some frequently used terms

Aboriginal Title: In general, “Aboriginal title” refers to the rights of Aboriginal Peoples to the occupation, use and enjoyment of their land and its resources. The classic legal definition was provided by the Supreme Court of Canada in *Delgamuukw v. British Columbia* [2]:

“... aboriginal title encompasses the right to exclusive use and occupation of land; second, aboriginal title encompasses the right to choose to what uses land can be put, subject to the ultimate limit that those uses cannot destroy the ability of the land to sustain future generations of Aboriginal Peoples; and third, that lands held pursuant to aboriginal title have an inescapable economic component.”

Band: The *Indian Act* defines “Band”, in part, as a body of Indians for whose use and benefit in common, lands have been set apart. Each Band has its own governing Band Council, usually consisting of a Chief and several councilors. The members of the Band usually share common values, traditions and practices rooted in their language and ancestral heritage. Today, many Bands prefer to be known as First Nations. Capitalize “Band” when it is part of a specific band, such as Osoyoos Indian Band, otherwise, use lowercase.

Band or First Nation Council

Some frequently used terms

Band Council or First Nation Council: The Band's governing body. Community members choose the Chief and councilors by election under section 74 of the *Indian Act*, or through traditional custom. The Band Council's powers vary with each band.

Chief: There are two classifications of Chief:

- **Band Chief:** A person elected by Band members to govern for a specified term. Under the specifications of the Indian Act, First Nations must have an election every two years.
- **Hereditary Chief:** A Hereditary Chief is a leader who has power passed down from one generation to the next along blood lines or other cultural protocols, similar to European royalty.

Chinook Jargon: Describes a language that was loosely based on the Chinook Peoples language. It developed as a trade language so that communication could take place between people who spoke different languages. It appeared in the 19th century from the Columbia River area and spread out into Washington, Oregon, British Columbia, and Alaska.

Elder, Extinguishment etc.

Some frequently used terms

Elder: Elders are recognized because they have earned the respect of their community through wisdom, harmony and balance of their actions in their teachings. Elders try to instill respect in their community members for the natural world and that the earth is their mother.

Enfranchisement: The process involved in giving up one's status as an Indian; predominate during era of Indian assimilation practices. In 1985, this practice was terminated by Bill C-31.

Extinguishment: The history of extinguishment of title has its roots in old or historic treaties which contained the words "cede, release, surrender" of their rights, title and privileges to the lands included within the limits of that particular treaty.

Fiduciary obligation: A legal duty described by the Supreme Court as the obligation of one party to look after the well-being of another. Canada has fiduciary obligations to Aboriginal people, meaning that Canada must consult and negotiate with Aboriginal people whenever their interests are concerned.

First Nations and Peoples

Some frequently used terms

First Nation: A term that came into common usage in the 1970s to replace the term “Indian band”, which many, not all, found offensive. The term “First Nation” has been adopted to replace the word “Band” in the name of many communities, and can refer to a single Band, many Bands, an Aboriginal governing body, organized and established by an Aboriginal community, or an Aboriginal community as a whole. First Nation is not applied to Inuit or Métis, who are distinct and separate.

First Peoples: Another, less frequently used collective term to describe the original peoples in Canada.

Impacts and Benefits Agreements (IBA): A broad term used to describe various contractual commitments related to development of land or resources subject to Aboriginal rights. IBAs usually impose negotiated limits on a project’s impacts on the environment, on fish and wildlife, on the land and First Nations traditional use and enjoyment of same; and IBAs usually define a range of negotiated economic and preferential benefits to flow to the First Nation(s) whose lands are to be impacted by the development.

Indian and Indian Act

Some frequently used terms

Indian: The origin of the term “Indian” dates back to Christopher Columbus, who mistakenly thought he had reached the East Indies, so referred to the people in the lands he visited as “indios” which is Spanish for Indian. Usage of the term has fallen out of favour to the point it is considered by many to be derogatory and has largely been replaced by Aboriginal Peoples.

Usage: Indian is still used in the following situations:

“• in direct quotations

- when citing titles of books, works of art, etc.
- in discussions of history where necessary for clarity and accuracy
- in discussions of some legal/constitutional matters requiring precision in terminology
- in discussions of rights and benefits provided on the basis of "Indian" status
- in statistical information collected using these categories (e.g., the Census)”

Strategic Alliance for Broadcasters for Aboriginal Reflection

Indian Act. The *Indian Act* is federal legislation that regulates Indians and reserves and sets out certain federal government powers and responsibilities toward First Nations and their reserved lands. The first *Indian Act* was passed in 1876, although there were a number of pre-Confederation and post-Confederation enactments with respect to Indians and reserves prior to 1876. Since then, it has undergone numerous amendments, revisions and re-enactments.

Indigenous Peoples

Some frequently used terms

Indigenous Peoples: The definition of “indigenous” is “native to the area” – so, in terms of Aboriginal people, they are indigenous to North America. As a collective term, it should be capitalized “Indigenous Peoples”.

a) “Peoples in independent countries whose social, cultural and economic conditions distinguish them from other sections of the national community, and whose status is regulated wholly or partially by their own customs or traditions or by special laws or regulations;”

b) “Peoples in independent countries who are regarded as indigenous on account of their descent from the populations which inhabited the country, or a geographical region to which the country belongs, at the time of conquest or colonization or the establishment of present state boundaries and who, irrespective of their legal status, retain some or all of their own social, economic, cultural and political institutions.” *ILO 169, a respected international convention*

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Inherent Rights & Inuit

Some frequently used terms

Inherent Rights: Pre-existing rights that a person is born with into their nation; officially recognized by Canada under section 35 of the Constitution Act, 1982: Aboriginal peoples of Canada have the right to govern themselves in relation to matters that are internal to their communities, integral to their unique cultures, identities, traditions, languages and institutions, and with respect to their special relationship to their land and their resources.

Inuit: Aboriginal people in northern Canada, living mainly in Nunavut, Northwest Territories, northern Quebec and Labrador. Ontario has a very small Inuit population. Inuit are not covered by the *Indian Act*. The federal government has entered into several major land claim settlements with Inuit. *Usage: The word "Inuit" means "the people" in the Inuit language and is used when Inuit are referring to themselves as a culture. Inuit is also the plural form of "Inuk". Avoid using the term "Inuit people" or "the Inuit people" as that is redundant - "Inuit" is the preferred form.*

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Land Claims

Land, Comprehensive, Specific & Agreement

Land Claims: In 1973, the federal government recognized two broad classes of claims — comprehensive and specific.

- Comprehensive Claims:

Comprehensive claims are based on the assessment that there may be continuing Aboriginal rights to lands and natural resources. These kinds of claims come up in those parts of Canada where Aboriginal title has not previously been dealt with by treaty and other legal means. While each claim is unique, frequently these claims include such things as land title, fishing, trapping, and resource rights and financial compensation – hence the “comprehensive”

- Specific Claims:

Specific claims declare grievances over Canada’s alleged failures to discharge specific obligations to First Nations groups.

Land claim agreement: A term used by the federal government to refer to a negotiated settlement with a First Nation on lands, land usage, and other rights.

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Métis Peoples

Nation, Native, and Oral History

Métis Peoples: People of mixed Aboriginal and European ancestry. The Métis National Council adopted the following definition of “Métis” in 2002: *“Métis” means a person who self-identifies as Métis, is distinct from other Aboriginal peoples, is of historic Métis Nation Ancestry and who is accepted by the Métis Nation.”*

Nation: People united by common descent, history, culture and language associated with a particular territory.

Native: Another outdated collective term referring to Indians (status and Non-status), Métis, and Inuit but has largely been replaced by Aboriginal.

Oral History: It has been suggested that if a culture didn't have a written language, then it was considered primitive. Aboriginal Peoples of North America have relied on oral histories, as opposed to written languages, since the dawn of time. History is frequently passed to future generations through stories, songs and oral communications.

Reserve & Scrip

Don't forget Self-Determination

Reserve: Defined by the *Indian Act* as “... tract of land, the legal title to which is vested in Her Majesty, that has been set apart by Her Majesty for the use and benefit of a band.” A result of the definition of reserve land in the *Indian Act* is that reserve land cannot be privately owned by the Band or Band members. “Reservation” is an American term.

Scrip: Certificates redeemable for land or money issued to Métis during the late 19th and early 20th centuries. Métis would have to apply for the scrip in order to qualify; it was a system designed to extinguish Métis Aboriginal title.

Self-determination: A major objective of Aboriginal Peoples, country-wide, is to gain control over who can become members. Currently, bands are required to maintain a registry with many of the rules governing membership mandated by the *Indian Act*. As we move into the future, the desire is for communities to decide who their members are, and not be directed by a bureaucrat in Ottawa. Self-determination is the right to decide who your people are.

Self-Government

Self-identification

Self-government: Long before Europeans arrived in Canada, First Peoples were self-governing. In 1876, when the *Indian Act* went into effect, traditional governance systems were dismantled and alien regulations were imposed in their place. When we take a look at the day-to-day operations of a band we see that all the actions of the band are directed in accordance with the *Indian Act*. This is a huge problem for bands, and their politicians, because it means that while they are elected by their people they are accountable to the department of Aboriginal Affairs and Northern Development of Canada. Their preference would be to change to a system where the governing leaders are elected and accountable to their people. Such models do exist and the communities with self-government agreements have done well in terms of the nation building process.

Self-identification: Self-identification refers to the voluntary, confidential, self-described declaration of Aboriginal identity.

Self-reliance: A key objective of Aboriginal Peoples. They want the ability to participate in the political, and more importantly, the economic mainstream without having to rely on federal funding to meet their community needs. In addition to business opportunities, they also want to get into the realm of taxes, royalties and revenue sharing on land developments which are viewed as key to the self-reliance puzzle.

Surrender, SEPA

TEK and Traditional Territory

Surrender: A formal agreement that confirms the conditions and terms when a First Nation exchanges part of its territory for equitable compensation.

Socio-Economic Participation Agreement (SEPA): A synonym for Impacts and Benefits Agreement.

Traditional Ecological Knowledge (TEK): “TEK” broadly describes systems for understanding one’s environment, based on detailed personal observation and experience, and informed by generations of elders. TEK is recognized and used around the world as an important environmental assessment tool.

Traditional Territory: The geographic area identified by a First Nation to be the area of land which they and/or their ancestors traditionally occupied or used.

Treaty and Treaty Rights

Treaty Settlement land and Tribal Council

Treaty: An agreement between government and a First Nation that defines the rights of Aboriginal Peoples with respect to lands and resources over a specified area, and may also define the self-government authority of a First Nation. Modern treaties, once ratified, become part of the law of the land.

Treaty Rights: Rights specified in a treaty. Rights to hunt and fish in traditional territory and to use and occupy reserves are typical treaty rights. This concept can have different meanings depending upon the context and perspective of the user. Treaty rights are constitutionally recognized and affirmed; the terms of treaties take precedence over the other laws and policies in Canada.

Treaty settlement land: The area of land that is part of a treaty and is therefore owned and managed by the First Nation that negotiated the Treaty.

Tribal Council: Not defined under the *Indian Act*, a Tribal Council usually represents a group of bands to facilitate the administration and delivery of local services to their members.

Urban Reserve

Usufructuary Rights

Urban reserve: There are two types of urban reserves: one is a reserve that was rural but became urban when a neighboring town expanded around them. An example is the Musqueam Reserve in Vancouver. The second type of reserve is created when a First Nation acquires a block of land in a city and works through the process of acquiring reserve status for the land.

Usufructuary Rights: Communal or community rights to share in the use of property. This concept has been used by the courts in attempting to distinguish between Crown title and Aboriginal title.

Thank you for your interest!

It is our hope that by learning more about the terms associated with Indigenous Peoples, you will be more comfortable in your personal and professional capacity, and in your day-to-day interactions with Indigenous Peoples.

If you have more questions than answers you may want to take one of our courses to get more proficient.

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To: Trust Council **For the Meeting of:** March 14-16, 2016
From: Heather O'Sullivan, Trustee, Gabriola Island **Date prepared:** February 10, 2017
File No.:

SUBJECT: FIRST NATIONS READING LIST AND ONE BOOK, ONE COMMUNITY EVENT

DESCRIPTION OF ISSUE:

The purpose of this briefing note is to provide Trust Council with a copy of the First Nations Reading List, which has been prepared on Gabriola Island as part of a community-wide process supported by multiple agencies (including the LTC) geared towards fostering positive engagement with our Snuneymuxw neighbours. It is hoped that the list, along with more details about the Gabriola project, might be useful for Trustees on other islands as they work towards their own engagement goals.

BACKGROUND:

There has been a growing interest on Gabriola in learning more about Truth and Reconciliation, understanding our relationships with First Nations, and connecting with our Snuneymuxw neighbours. A number of local groups have come together and created a project designed to further these objectives. *One Book, One Community* is an initiative that will raise awareness and foster communication, culminating in a community conversation facilitated by CBC host and TRC Honorary Witness Shelagh Rogers.

To complement the project and provide an opportunity for readers to explore a wide variety of authentic Indigenous voices and points of view, a First Nations Reading List has been compiled. This list features over 50 works of fiction, non-fiction, and poetry for adults and children. While the focus is on books that are locally available on Gabriola, it is hoped that it would be a valuable resource to any community seeking to foster their own public engagement with First Nations.

This briefing is for information only. A copy of the Reading List and a Press Release for the event are attached.

ATTACHMENT(S):

First Nations Reading List, February 3, 2017

Press Release, One Book, One Community: Truth & Reconciliation, February 8, 2017

FOLLOW-UP:

Follow-up options for other LTCs may include, but are not limited to:

- Sharing this list with their Regional District directors to ask for assistance in acquiring copies of the books for island community libraries
- Developing this list further with their own local First Nations. In particular expanding it to encompass literature available to expand knowledge on specific local First Nations information and history.

Prepared By: Trustee Heather O’Sullivan

Reviewed By/Date: Fiona MacRaild, Senior Intergovernmental Policy Advisor
Clare Frater, Director, Trust Area Services
Executive Committee, March 1, 2017

Chief Administrative Officer/Date

Reading for Reconciliation

This is a list of suggested fiction, poetry and non-fiction books on First Nations topics. The focus is on books that are written by Indigenous authors, but the list also includes some non-Aboriginal contributors writing about issues relevant to the Truth and Reconciliation Commission's process. Many books have a B.C. focus, and most are available in the Vancouver Island Regional Library system. The list is far from complete, and should be considered a work in progress.

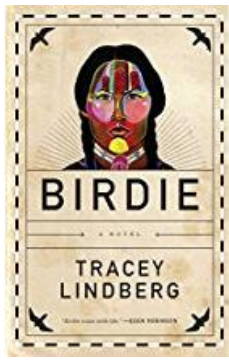
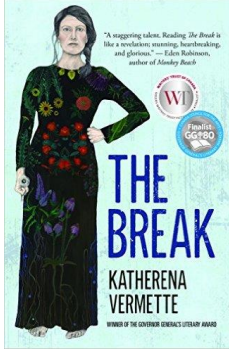
Some of the authors represented have several books which are all worthy of being included. However in the interests of keeping the list manageable, in most cases only one book by each author is featured. If you discover an author on this list whose work speaks to you, consider seeking out other books they have written.

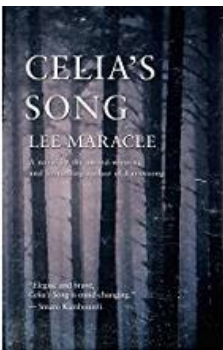
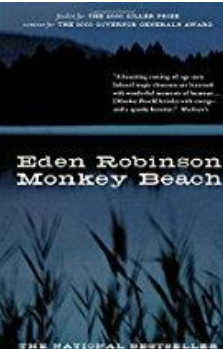
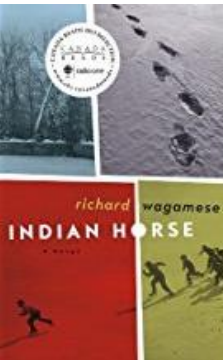
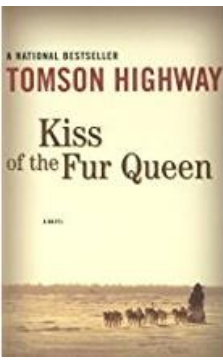
Every effort has been made to ensure that the books on this list represent authentic First Nations voices and/or points of view. As such, most titles have been cross-referenced from multiple sources to ensure that they are genuinely well-regarded in the Indigenous community.

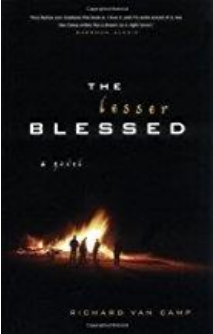
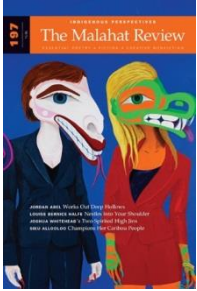
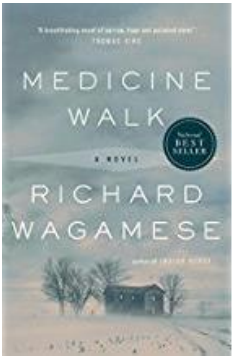
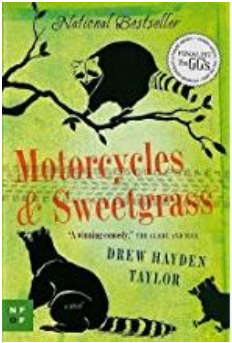
Books can be windows into other cultures, and they can be doors. Through the act of reading we engage our imagination and open our minds. We learn, but we also dream. We hope that you find something on this list that will inspire you, challenge you, move you, and help to guide you on your own personal path of Truth and Reconciliation.

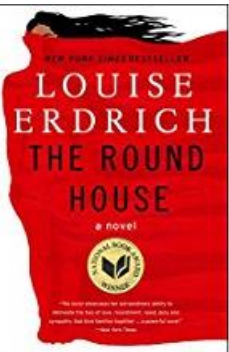
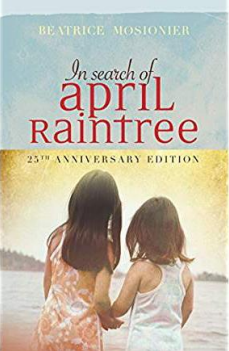
We are all treaty people.
Huy ch q'u siem

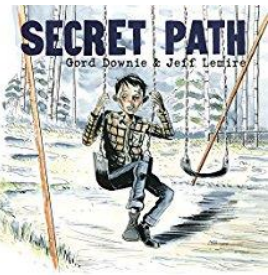
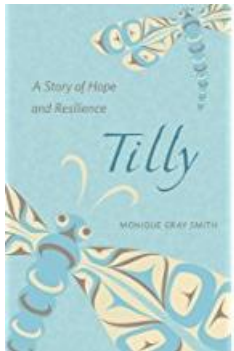
Fiction

	<i>Birdie</i> by Tracy Lindberg, 2015 <i>Birdie</i> is a darkly comic and moving first novel about the universal experience of recovering from wounds of the past, informed by the lore and knowledge of Cree traditions. Part road trip, part dream quest, part travelogue, the novel touches on the universality of women's experience, regardless of culture or race. Tracey Lindberg is a citizen of As'ini'wa'chi Ni'Yaw Nation Rocky Mountain Cree and hails from the Kelly Lake Cree Nation community. She is an award-winning writer for her academic work and teaches Indigenous studies and Indigenous laws at two universities in Canada. • Shortlisted for Canada Reads 2016 • Selected for the <i>National Post's</i> 99 Best Books of 2015 • Selected for CBC's Best Books of 2015 • Shortlisted for Alberta Reader's Choice Award
	<i>The Break</i> by Katherena Vermette, 2016 <i>The Break</i> is a critically acclaimed novel set in Winnipeg's gritty North End. A series of shifting narratives exposes a larger, more comprehensive story about the lives of an extended Indigenous family. A powerful intergenerational saga. Katherena Vermette is a Métis writer from Treaty One territory, the heart of the Métis nation, Winnipeg, Manitoba, Canada. Her first book, <i>North End Love Songs</i> won the Governor General's Literary Award for Poetry. • Longlisted for Canada Reads 2017 • Rogers Writers' Trust Fiction Prize Finalist, 2016 • Governor General's Literary Award Finalist, 2016

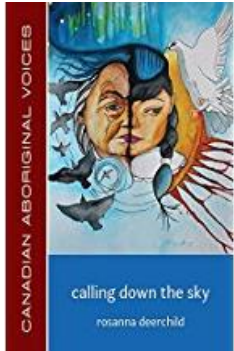
	<i>Celia's Song</i> by Lee Maracle, 2014 <i>Celia's Song</i> relates one Nuu'Chahlnuth family's harrowing experiences over several generations, after the brutality, interference, and neglect resulting from contact with Europeans. Lee Maracle is a member of the Sto:Lo nation. She was born in Vancouver and grew up on the North Shore, and is the author of the critically acclaimed novels <i>Ravensong</i> and <i>Daughters Are Forever</i>. • Longlisted for Canada Reads 2015 • Shortlisted for the ReLit Award 2015 • A CTV Ottawa Best Reads of the Season 2014
	<i>Monkey Beach</i> by Eden Robinson, 2011 <i>Monkey Beach</i> combines both joy and tragedy in a harrowing yet restrained story of grief and survival, and of a family on the edge of heartbreak. In the first English-language novel to be published by a Haisla writer, Eden Robinson offers a rich celebration of life in the Native settlement of Kitamaat, on the coast of British Columbia. Eden Robinson grew up with her older brother and younger sister in Haisla territory near Kitamaat Village, and has become one of Canada's first female Native writers to gain international attention. • Nominated for the Scotiabank Giller Prize 2000 • Nominated for the Governor General's Literary Award 2000 • Ethel Wilson Fiction Prize Winner 2001
	<i>Indian Horse: A Novel</i> by Richard Wagamese, 2012 <i>Indian Horse</i> unfolds against the bleak loveliness of northern Ontario. Richard Wagamese writes with a spare beauty, sharing the story of Saul Indian Horse as he reflects on the sorrows and joys he has experienced in his life as a northern Ojibway. Richard Wagamese is Ojibway from the Wabaseemoong First Nation in Ontario. A member of the Sturgeon Clan, he is one of Canada's foremost authors and journalists. • Canada Reads People's Choice Award 2013 • A Globe and Mail top 100 book of 2012 • First Nations Communities Read Selection 2013-2014 • CODE's Burt Award for First Nations, Métis, and Inuit Literature 2013
	<i>Kiss of the Fur Queen</i> by Tomson Highway, 1998 <i>Kiss of the Fur Queen</i> infuses stark realism with the magic of Cree culture and blends tragedy with raucous comedy. Estranged from their own people and alienated from the culture imposed upon them, the Okimasis brothers fight to survive. Wherever they go, the Fur Queen—a wily, shape-shifting trickster—watches over them with a protective eye. Tomson Highway is a Cree playwright and author who holds seven honorary doctorates and has taught and performed at universities across North America and Europe. • Chapters/Books in Canada First Novel Award Finalist 1998 • Nominated for Canadian Booksellers Association Libris Award 1998

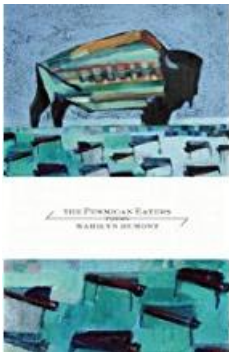
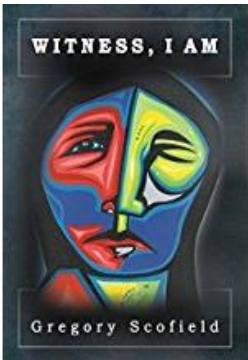
	<i>The Lesser Blessed</i> by Richard Van Camp, 1996 <i>The Lesser Blessed</i> is a bestselling novel about coming of age in Canada's North. Now also an acclaimed film, this cult classic tracks the exploits of Larry Sole, a Dogrib teenager living in the small Northern town of Fort Simmer. Richard Van Camp was born in Fort Smith, NWT, and is a member of the Dogrib (Tlicho) Dene Nation. An internationally renowned bestselling author, he was awarded Storyteller of the Year for both Canada and the US by the Wordcraft Circle of Native Writers and Storytellers. • Included in CBC's list of 100 novels that make you proud to be Canadian
	<i>The Malahat Review</i> Indigenous Perspectives Issue (#197) <i>The Malahat Review</i> is one of Canada's leading literary journals. Published quarterly, it features contemporary Canadian and international works of poetry, fiction, and creative nonfiction as well as reviews of recently published Canadian poetry, fiction, and literary nonfiction. The full table of contents for the Indigenous Perspectives issue is available online at http://web.uvic.ca/malahat/issues/197.html. Featured writers include Jordan Abel, Lisa Bird-Wilson, Louise Bernice Halfe, Janet Rogers, Troy Sebastian, Shannon Webb-Campbell, Joshua Whitehead, Alicia Elliott, and many more.
	<i>Legacy</i> by Waubgeshig Rice, 2014 Set in the 1990s, <i>Legacy</i> deals with violence against a young Indigenous woman and its lingering aftershocks on an Anishnawbe family in Ontario. Its themes of injustice, privilege and those denied it, reconciliation and revenge, are as timely as today's headlines. Waubgeshig Rice is an author and journalist originally from Wasauksing First Nation, whose collection of stories; <i>Midnight Sweatlodge</i> was the Gold Medal Winner of the Independent Publisher Book Awards, 2012 for Adult Multicultural Fiction.
	<i>Medicine Walk: A Novel</i> by Richard Wagamese, 2014 <i>Medicine Walk</i> is simultaneously a journey through the rugged and beautiful backcountry, and a journey into the past. It relates the journey of 16-year-old Franklin Starlight as he brings his dying, alcoholic father Eldon back to the land. A novel about love, family, courage, and the idea that the land has within it powers of healing. Richard Wagamese is Ojibway from the Wabaseemoong First Nation in Ontario. A member of the Sturgeon Clan, he is one of Canada's foremost authors and journalists. • Evergreen Award Winner 2015 • Won the Writer's Trust Matt Cohen Award in 2015 for his body of work
	<i>Motorcycles & Sweetgrass</i> by Drew Hayden Taylor, 2010 In Ojibway mythology, Nanabush is a mischievous trickster, shapeshifter, and cultural hero. Drew Hayden Taylor uses this figure and his manic spirit to bring a modern twist to ancient native folklore. <i>Motorcycles and Sweetgrass</i> is a charming story about the importance of balance and belief—and a little bit of magic—in everyone's life. Drew Hayden Taylor is an Ojibway from the Curve Lake First Nations. He has been an award-winning playwright, journalist/columnist, short-story writer, novelist and scriptwriter. • First Nations Communities Read Finalist 2013-2014

	<i>Nobody Cries at Bingo</i> by Dawn Dumont, 2011 In <i>Nobody Cries At Bingo</i>, the narrator invites the reader to witness family life on the Okanese First Nation first hand. It's all here—life on the Rez in rich technicolour—as Dawn emerges from home life, through school life, and into the promise of a great future. This book embraces cultural differences and does it with the great traditional medicine of laughter. Dawn Dumont is a Plains Cree comedian and actress born and raised in Saskatchewan. She is a member of the Okanese First Nation. • First Nations Communities Read Shortlisted 2013-2014 • Robert Kroetsch City of Edmonton Award Shortlisted 2012 • Alberta Readers Choice Award Shortlisted 2012
	<i>Red Rooms</i> by Cherie Dimaline, 2007 <i>Red Rooms</i> is a collection of stories articulating the lives of the Native patrons of an urban hotel as seen through the eyes of the hotel's cleaning lady. The characters face the crises in their lives in ways that are easily identifiable and not uncommon to Indigenous people. Cherie Dimaline is an author and editor from the Georgian Bay Métis community. She has written several novels, was named the 2014 Emerging Artist of the Year—Ontario Premier's Award, and was also the first Writer in Residence—Aboriginal Literature for the Toronto Public Library. • Anskohk Aboriginal Literature Festival and Book Awards, Fiction Winner, 2007
	<i>The Round House: A Novel</i> by Louise Erdrich, 2012 Louise Erdrich returns to the territory of her bestselling, Pulitzer Prize finalist <i>The Plague of Doves</i> with <i>The Round House</i>, transporting readers to the Ojibwe reservation in North Dakota. A page-turning masterpiece of literary fiction—at once a powerful coming-of-age story, a mystery, and a tender, moving novel of family, history, and culture. Louise Erdrich is the author of fifteen novels as well as volumes of poetry, children's books, short stories, and a memoir. She has been nominated for the Pulitzer Prize for Fiction, and received the Library of Congress Prize in American Fiction, the PEN/Saul Bellow Award for Achievement in American Fiction, and the Dayton Literary Peace Prize. • National Book Award for Fiction Winner 2012 • Minnesota Book Awards for Novel and Short Story Winner 2013 • Andrew Carnegie Medal for Excellence in Fiction Finalist 2013
	<i>In Search of April Raintree</i> by Beatrice Culleton Mosionier, 1999 <i>In Search of April Raintree</i> follows two young sisters who are taken from their home and family, separated, and each put into different foster homes. Over the years, the bond between them grows. As they each make their way in a society that is, at times, indifferent, hostile, and violent, one embraces her Métis identity, while the other tries to leave it behind. In the end, out of tragedy comes an unexpected legacy of triumph and reclamation. Beatrice Mosionier was born in St. Boniface, Manitoba and grew up in foster homes. Following the suicides of her two sisters, Beatrice wrote <i>In Search of April Raintree</i>. First published in 1983, it launched the Manitoba literacy initiative On the Same Page in 2008.

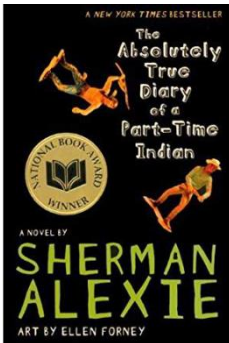
	<i>Secret Path</i> by Gord Downie and Jeff Lemire, 2016 <i>Secret Path</i> is a digital download album combined with a graphic novel that tells the story of Chanie “Charlie” Wenjack, a twelve-year-old boy who died in flight from the Cecilia Jeffrey Indian Residential School fifty years ago. <i>Secret Path</i> acknowledges a dark part of Canada’s history—the long suppressed mistreatment of Indigenous children and families by the residential school system—with the hope of starting our country on a road to reconciliation. Proceeds from <i>Secret Path</i> will be donated to The Gord Downie Secret Path Fund for Truth and Reconciliation. Gord Downie is a Canadian musician, writer, and the lead singer and lyricist for The Tragically Hip. Jeff Lemire is an award-winning author and artist who has written and illustrated many acclaimed literary graphic novels
	<i>Tilly: A Story of Hope and Resilience</i> by Monique Gray Smith, 2013 Loosely based on author Monique Gray Smith's own life, <i>Tilly</i> tells the story of a young indigenous woman coming of age in the 1980s. In a spirit of hope, this revealing, important work captures the irrepressible resilience of Tilly and of Indigenous peoples everywhere. Monique Gray Smith is a mixed-heritage woman of Cree, Lakota and Scottish ancestry. She is an accomplished consultant, writer and international speaker. Monique and her family live on Lkwungen territory in Victoria, British Columbia. • Burt Award for First Nations, Metis and Inuit Literature 2014

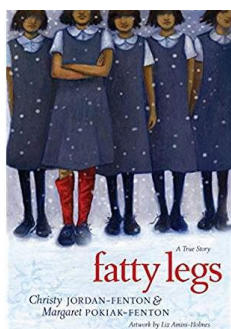
Poetry

	<i>Burning in This Midnight Dream</i> by Louise Bernice-Halfe, 2016 <i>Burning in This Midnight Dream</i> is a collection of fearlessly wrought verse—the poet’s response to the grim tide of emotions, memories, dreams and nightmares that arose in her as the Truth and Reconciliation process unfolded. Halfe describes how the experience of the residential schools continues to haunt those who survive, and how the effects pass like a virus from one generation to the next. She asks us to consider the damage done to children taken from their families, to families mourning their children; damage done to entire communities and to ancient cultures. Louise Bernice-Halfe is an award-winning poet who was born in Two Hills, Alberta, and was raised on the Saddle Lake Reserve. Her Cree name is Sky Dancer. She currently works with Elders in an organized called Opikinawasowin ("raising our children").
	<i>Calling Down the Sky</i> by Rosanna Deerchild, 2015 <i>Calling Down the Sky</i> is a poetry collection that describes deep personal experiences and post generational effects of the Canadian Aboriginal Residential School confinements in the 1950s when thousands of First Nations, Métis, and Inuit children were placed in these schools against their parents' wishes. Rosanna Deerchild is the host of "Unreserved" on CBC Radio One. She is an award-winning Cree author and has worked for a variety of Indigenous newspapers and for major networks for almost 15 years, including APTN, CBC Radio, and Global. She lives in South Indian Lake, Manitoba.

	<i>The Pemmican Eaters</i> by Marilyn Dumont, 2015 <i>The Pemmican Eaters</i> combines free verse and metered poems to recreate a palpable sense of the Riel Resistance period and evoke the geographical, linguistic/cultural, and political situation of Batoche during this time through the eyes of those who experienced the battles, as well as through the eyes of Gabriel and Madeleine Dumont and Louis Riel. Winner of the 2016 Stephan G. Stephansson Award for Poetry. Marilyn Dumont has won provincial and national awards for her work. She has been the writer-in-residence at five Canadian universities and the Edmonton Public Library as well as an advisor in the Aboriginal Emerging Writers Program at the Banff Centre.
	<i>Witness, I am</i> by Gregory Scofield, 2016 <i>Witness, I am</i> is divided into three sections: “Dangerous Sound” contains contemporary themed poems about identity and belonging; “Muskrat Woman” is a breathtaking epic poem that considers the issue of missing and murdered indigenous women through the reimagining of a sacred Cree creation story; “Ghost Dance” is an autobiographical tapestry. Winner of Latner Writers' Trust Poetry Prize, awarded to a mid-career poet in recognition of a remarkable body of work. Gregory Scofield is Red River Metis of Cree, Scottish, and European descent whose ancestry can be traced to the fur trade and the Metis community of Kinesota, Manitoba. He won the Dorothy Livesay Poetry Prize in 1994 for his debut collection, <i>The Gathering: Stones for the Medicine Wheel</i>, and has since published six volumes of poetry as well as a memoir, <i>Thunder Through My Veins</i>.

Young Adult

	<i>The Absolutely True Diary of a Part-Time Indian</i> by Sherman Alexie, 2007 <i>The Absolutely True Diary of a Part-Time Indian</i> tells the story of Junior, a budding cartoonist growing up on the Spokane Indian Reservation. Determined to take his future into his own hands, Junior leaves his troubled school on the rez to attend an all-white farm town high school where the only other Indian is the school mascot. Heartbreaking, funny, and beautifully written, this book chronicles the contemporary adolescence of one Native American boy as he attempts to break away from the life he was destined to live. Sherman Alexie is a National Book Award-winning author, poet, and filmmaker. He is one of the most well known and beloved literary writers of his generation, and has received numerous awards and citations, including the PEN/Malamud Award for Fiction and the Lila Wallace-Reader's Digest Award.
	<i>Betty: The Helen Betty Osborne Story</i> by David Alexander Robertson, 2015 <i>Betty</i> tells the story of Helen Betty Osborne. Betty dreamed of becoming a teacher, leaving home to attend residential school then later moving to The Pas, Manitoba, to attend high school. On November 13, 1971, Betty was abducted and brutally murdered by four young men. Initially met with silence and indifference, her tragic murder resonates loudly today. Betty represents one of almost 1,200 Indigenous women in Canada who have been murdered or gone missing. David Alexander Robertson is an award-winning graphic novelist and writer who has long been an advocate for educating youth on Indigenous history and contemporary issues.

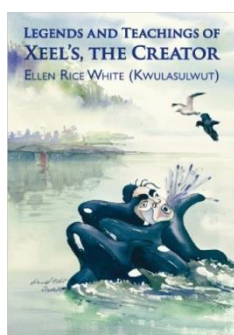


Fatty Legs by Christy Jordan-Fenton and Margaret Pokiak-Fenton, 2010

Fatty Legs is the moving memoir of an Inuit girl who emerges from a residential school with her spirit intact. Aimed at middle school students, this book is critically acclaimed and has garnered far too many accolades and awards to list here. The story of a brave young girl who ultimately gives a bully a lesson in the power of human dignity.

Christy Jordan-Fenton lives near Fort St. John, British Columbia. Margaret Pokiak-Fenton is her mother-in-law.

Margaret Pokiak-Fenton spent her early years on Banks Island in the Arctic Ocean. She now lives in Fort St. John.

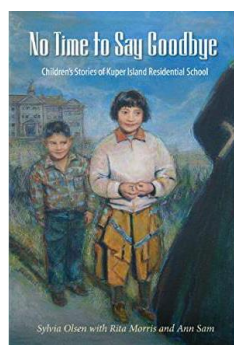


Legends and Teachings of Xeel's, the Creator by Ellen White

Modern problems are addressed through the lens of traditional tales—how a mother can help her baby survive and thrive; how a community can prevent pre-teens from becoming angry and rebellious; how people from different cultures can learn to respect one another and celebrate differences; how a young man can learn to take responsibility for the children he has fathered.

Ellen White, whose Coast Salish name is Kwulasulwut (“Many Stars”), is an Elder of the Snuneymuxw First Nation. She has touched many lives in her decades as a teacher, storyteller, dancer, drummer, healer, and political activist. She spent many years as Elder-in-Residence at VIU and has been named to the Order of BC.

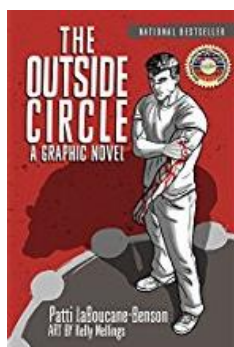
Daniel Elliott is an artist from the Shts’uminus First Nation who also works as an Aboriginal Education assistant in Nanaimo public schools.



No Time to Say Goodbye: Children's Stories of Kuper Island Residential School by Sylvia Olsen, Rita Morris, and Ann Sam, 2001

No Time to Say Goodbye is a fictional account of five children sent to residential school, based on the recollections of a number of Tsartlip First Nations people. These unforgettable children are taken by government agents from Tsartlip Day School to live at Kuper Island Residential School. Sometimes sad, sometimes funny, always engrossing, *No Time to Say Goodbye* is a story that readers of all ages won't soon forget.

Sylvia Olsen is the author of many books and usually writes for children and young adults about the place between cultures where Canada's First Nations and settlers come together.



The Outside Circle: A Graphic Novel by Patti LaBoucane-Benson, 2015

The Outside Circle follows two Aboriginal brothers surrounded by poverty, drug abuse, and gang violence, who try to overcome centuries of historic trauma in very different ways to bring about positive change in their lives. Powerful, courageous, and deeply moving, this graphic novel is drawn from the author's twenty years of work and research on healing and reconciliation of gang-affiliated or incarcerated Aboriginal men. Winner, CODE's 2016 Burt Award for First Nation, Inuit and Métis Literature.

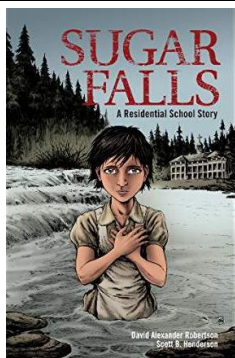
Patti LaBoucane-Benson is a Métis woman and the Director of Research, Training, and Communication at Native Counselling Services of Alberta (NCSA). She has a Ph.D. in Human Ecology, focusing on Aboriginal Family Resilience.



Slash by Jeannette Armstrong, 2007

Slash poignantly traces the struggles, pain and alienation of a young Okanagan man who searches for truth and meaning in his life. Recognized as an important work of literature, *Slash* is frequently used in high schools, colleges, and universities. “A deeply felt novel about racism and the plight of aboriginal peoples, both in Canada and the rest of the world.” —*Globe and Mail*.

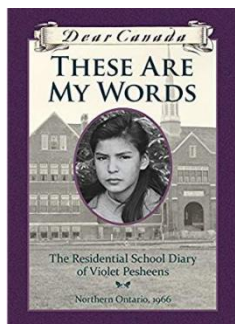
Jeannette Armstrong is a professor of Indigenous Studies and a Canada Research Chair in Indigenous Philosophy. A dedicated spokesperson for Indigenous peoples' rights, the award-winning writer and activist, novelist, and poet has always sought to change deeply biased misconceptions of Aboriginal people.



Sugar Falls: A Residential School Story by David Alexander Robertson, 2011

Sugar Falls is based on the true story of Betty Ross from the Cross Lake First Nation. This graphic novel does an excellent job of representing the residential school experience for middle school students. The outcome for Betty, the survivor, is contrasted with the outcome for her friend Flora, who is drowned while attempting to leave the school.

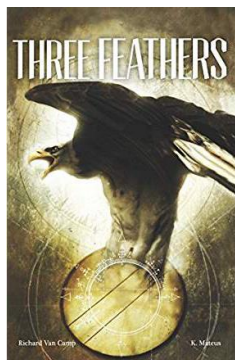
David Alexander Robertson is an award-winning graphic novelist and writer who has long been an advocate for educating youth on indigenous history and contemporary issues.



These Are My Words: The Residential School Diary of Violet Pesheens by Ruby Slipperjack, 2016

These Are My Words is the Dear Canada diary of Violet Pesheens, who is struggling to adjust to her new life at residential school. She misses her Grandma; she has run-ins with Cree girls; at her "white" school, everyone just stares; and everything she brought has been taken from her, including her name—she is now just a number. But worst of all, she has a fear of forgetting the things she treasures most: her Anishnabe language; the names of those she knew before; and her traditional customs—a fear of forgetting who she was.

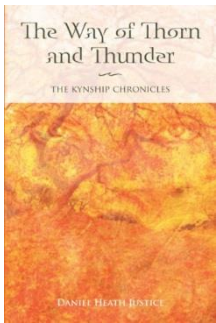
Ruby Slipperjack was born in Whitewater Lake, Ontario. She learned traditional stories and crafts from her family. In the 1960s she attended a Residential School in northern Ontario for most of a year, and later, high school in Thunder Bay.



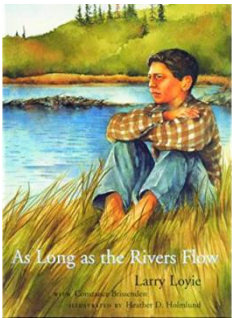
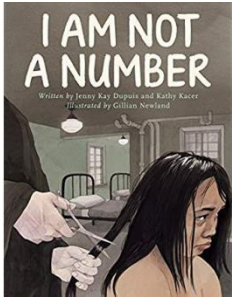
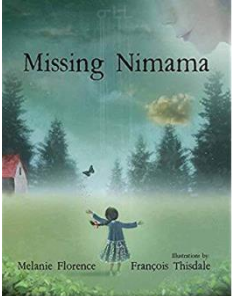
Three Feathers by Richard Van Camp

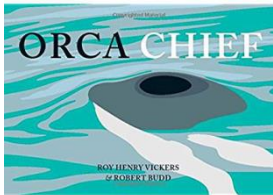
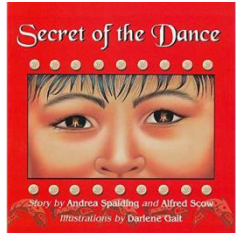
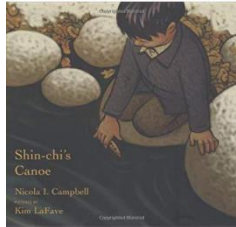
Three Feathers is a graphic novel that weaves together the stories of three young men who have committed crimes within their community. They are sent by its Elders to live nine months on the land as part of the circle sentencing process. Their time there is transformative, and they return home changed. Their experiences, and the changed relationships with the community members they have harmed, speak to the power and grace of restorative justice in First Nations communities.

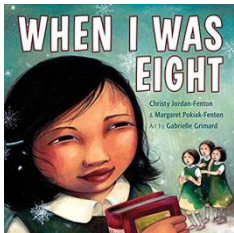
Richard Van Camp was born in Fort Smith, NWT, and is a member of the Dogrib (Tlicho) Dene Nation. An internationally renowned best-selling author, he was awarded Storyteller of the Year for both Canada and the US by the Wordcraft Circle of Native Writers and Storytellers.

	<i>The Way of Thorn and Thunder: The Kynship Chronicles</i> by Daniel Heath Justice, 2011 <i>The Way of Thorn and Thunder</i> is a series of Indigenous fantasy fiction novels which delve beyond the stereotypes of race and gender to tell a story set in a world similar to eighteenth-century eastern North America. The original trilogy—an example of green/eco-literature—is collected here in a one-volume novel. Daniel Heath Justice is a Colorado-born Canadian citizen of the Cherokee Nation. He teaches Aboriginal literatures at the University of Toronto.
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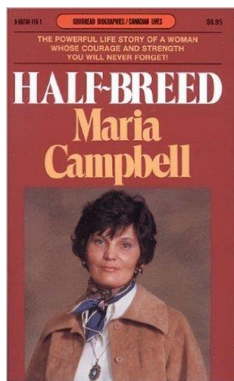
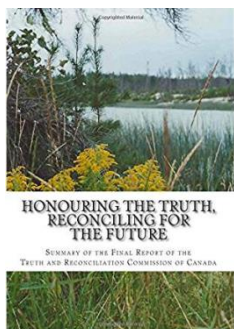
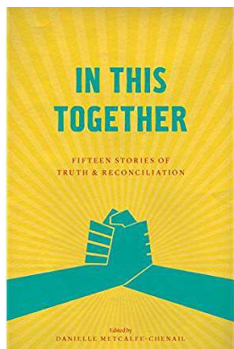
Children

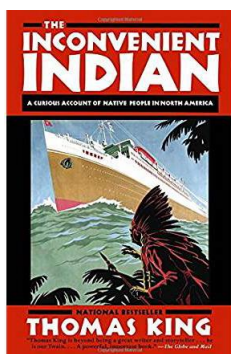
	<i>As Long as the Rivers Flow</i> by Larry Loyie and Constance Brissenden, 2005 <i>As Long as the Rivers Flow</i> is a powerful first-person account of the author's last summer before he and his siblings were taken away from their family. Most of the story focuses on what was otherwise a normal season for the Cree people of that era, with the family moving from their main cabin to their summer "camp" for a few weeks. The sensitive text and expressive illustrations capture the joy and drama of a First Nations family's last summer together. Larry Loyie was born in Slave Lake, Alberta, where he spent his early years living a traditional Cree life. At the age of ten he was placed in St. Bernard's Mission residential school Grouard, Alberta. He is the author of several plays, short stories and children's stories dealing with Native traditions, literacy, and residential schools. Constance Brissenden is a freelance writer and editor. She is the author of several books of travel and history.
	<i>I Am Not a Number</i> by Jenny Kay Dupuis and Kathy Kacer, 2016 <i>I Am Not a Number</i> is a picture book that tells the story of the author's grandmother Irene Couchie Dupuis, who was taken to residential school in 1928. Conditions at the school are recounted through the eyes and perspective of eight-year-old Irene. But the story ends on a positive note when the Couchie children return home for summer holidays to the loving arms of their parents. This book brings the immediacy of oral history to an elementary audience. Jenny Kay Dupuis (Ojibway Anishinaabe) is a member of Nipissing First Nation. She is an educator, researcher, artist and speaker focusing on issues that relate to Indigenous education, leadership and diversity, engagement and the importance of relationship building. Kathy Kacer has won many awards for her books about the holocaust for young readers.
	<i>Missing Nimâmâ</i> by Melanie Florence, 2015 <i>Missing Nimâmâ</i> follows the life of Kateri, a young girl, growing up in the care of her grandmother. As her story unfolds, it becomes evident that her absent mother is one of Canada's murdered and missing Indigenous women. We see her reaching important milestones: her first day of school, first dance, first date, wedding, first child, along with her mother, who is always there, watching her child growing up without her. Melanie Florence is an Aboriginal writer of Cree heritage based in Toronto. She has written many books for young people on Indigenous themes. <i>Finding Nimâmâ</i>, her first picture book, has won many awards including the 2016 TD Canadian Children's Literature Award.

	<i>Orca Chief</i> by Roy Henry Vickers and Robert Budd <i>Orca Chief</i> is the third in an award-winning series of Northwest Coast legends by Roy Henry Vickers and Robert Budd. Based on a traditional tale about four hunters who head out on a canoe to harvest seaweed and salmon, the story's message is one of love and respect for all. Roy Henry Vickers is a renowned carver, painter, printmaker and author. In 1998, Roy was appointed to the Order of British Columbia and in 2006, the Order of Canada. Robert (Lucky) Budd holds an MA in history and has digitized many high-profile oral history collections including that of the Nisga'a First Nation.
	<i>Salish Stories Series</i> by Celestine Aleck <i>Salish Stories Series</i> is a set of 8 short illustrated books for early readers which feature a mix of informational texts and traditional Coast Salish stories. Titles include <i>The Sun and the Moon</i>, <i>Mom</i>, <i>How Do You Make Smoked Fish</i>, and <i>Why Ravens and Wolves Hunt Together</i>. Celestine Aleck, Sahiltiniye descends from Snuneymuxw First Nations. She has been an artist most of her life which has taught her to learn facts and then mix imagination when writing stories.
	<i>Secret of the Dance</i> by Andrea Spalding and Alfred Scow <i>Secret of the Dance</i> is a fictionalized version of a real incident in the childhood of Kwakwaka'wakw elder Alfred Scow. Alfred's family sailed from Gilford Island to isolated Kingcome Inlet to attend a forbidden potlatch. His parents forbade him to attend so he wouldn't be apprehended if they were raided by the authorities but the boy slipped from his bed to bear witness. Alfred Scow was a hereditary chief of the Kwikwasutinuxw of the Kwakwaka'wakw people. He was the first Aboriginal person to graduate from a B.C. law school, the first Aboriginal lawyer called to the B.C. bar, and the first Aboriginal legally trained judge appointed to the B.C. Provincial Court. Andrea Spalding is an award-winning author based on Pender Island, BC.
	<i>Shin-Chi's Canoe</i> by Nicola Campbell, 2008 <i>Shin-Chi's Canoe</i> tells the story of Shi-shi-etko's younger brother Shin-chi and his experience during his first year at residential school. In this haunting and beautifully illustrated story, Shin-chi is not excited to go to school, unlike his sister Shi-shi-etko. But Shin-chi finds solace in his toy canoe, friendship, nature, and the memory of his grandfather's prayer song. Nicola Campbell is Interior Salish and Metis, and she grew up in British Columbia's Nicola Valley. Her children's picture books based on Indigenous themes have won many awards, and <i>Shin-chi's Canoe</i> was a finalist for the Governor General's Award.

	<i>When I Was Eight</i> by Christy Jordan-Fenton and Margaret Pokiak-Fenton, 2013 <i>When I Was Eight</i> is an adaptation for younger readers of <i>Fatty Legs</i>, Margaret Pokiak’s story about her residential school experience. At school, young Margaret perseveres in her quest to learn how to read, even when she is bullied and tormented by one of the nuns. Described as “a searing account of assimilation policies and a celebration of the human spirit” and “a powerful way to introduce the residential school experience to younger readers.” Christy Jordan-Fenton lives near Fort St. John, British Columbia. Margaret Pokiak-Fenton is her mother-in-law. Margaret Pokiak-Fenton spent her early years on Banks Island in the Arctic Ocean. She now lives in Fort St. John.
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Non-Fiction

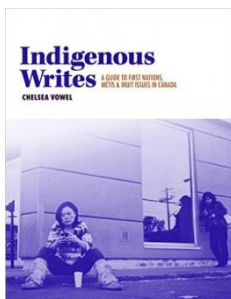
	<i>Half-Breed</i> by Maria Campbell, 1983 <i>Half-Breed</i> is the classic, groundbreaking autobiography of Maria Campbell—a strong, sensitive Metis child who lived in a community robbed of its pride and dignity by the dominant culture. At 15 she tried in vain to escape by marrying a white man, only to find herself trapped in the slums of Vancouver—addicted to drugs, tempted by suicide, close to death. But the inspiration of her Cree great-grandmother, Cheechum, gave her confidence in herself and in her people, confidence she needed to survive and to thrive. Maria Campbell was born and raised in a northern Saskatchewan Metis community. An author and community worker, her many books include <i>Achimoona</i> (1985) and <i>Stories of the Road Allowance People</i> (1995).
	<i>Honouring the Truth, Reconciling for the Future: Summary of the Final Report of the Truth and Reconciliation Commission of Canada</i>, 2015 Also available online: http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Exec_Summary_2015_05_31_web_o.pdf This book contains the Summary of the Final Report of the Truth and Reconciliation Commission of Canada, released in June 2015. The complete findings of the Commission are also available here: http://www.trc.ca/websites/trcinstitution/index.php?p=890
	<i>In This Together: Fifteen Stories of Truth and Reconciliation</i> by Danielle Metcalfe-Chenail, 2016 <i>In This Together</i> addresses the vital question, “What is <i>real</i> reconciliation?” This collection of essays from both Indigenous and non-Indigenous contributors from across Canada welcomes readers into a timely, healing conversation. These reflective and personal pieces come from journalists, writers, academics, visual artists, filmmakers, city planners, and lawyers, all of whom look deeply and honestly at their own experiences and assumptions about race and racial divides in Canada in hopes that the rest of the country will do the same. Danielle Metcalfe-Chenail is Edmonton’s Historian Laureate, author of <i>Polar Winds</i> and <i>For the Love of Flying</i>, and a columnist for CBC Radio Active.



The Inconvenient Indian: A Curious Account of Native People in North America by Thomas King, 2013

The Inconvenient Indian is at once a “history” and the complete subversion of a history—in short, a critical and personal meditation that the remarkable Thomas King has conducted over the past 50 years about what it means to be “Indian” in North America. A sometimes inconvenient, but nonetheless indispensable account for all of us, Indian and non-Indian alike, seeking to understand how we might tell a new story for the future.

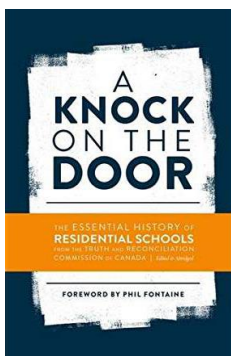
Thomas King is an award-winning novelist, short story writer, scriptwriter, and photographer. He is the recipient of a Lifetime Achievement Award from the Western American Literary Association (2004) and an Aboriginal Achievement Award (2003), and was made a member of the Order of Canada in 2004.



Indigenous Writes: A Guide to First Nations, Métis, and Inuit issues in Canada by Chelsea Vowel

Indigenous Writes explores the relationship between Indigenous peoples and Canada. An advocate for Indigenous worldviews, the author discusses the fundamental issues and the terminology of relationships; culture and identity; myth-busting; state violence; and land, learning, law, and treaties along with wider social beliefs about these issues. She answers the questions that many people have on these topics to spark further conversations at home, in the classroom, and in the larger community.

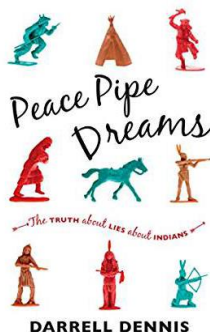
Chelsea Vowel is Métis from manitow-sâkahikan (Lac Ste. Anne) Alberta. She is a public intellectual, writer, and educator whose work intersects language, gender, Métis self-determination, and resurgence. Chelsea blogs at apihtawikosisan.com and dedicates much of her time to mentoring other young activists.



A Knock on the Door: The Essential History of Residential Schools from the Truth and Reconciliation Commission of Canada, 2015

A Knock on the Door, published in collaboration with the National Research Centre for Truth and Reconciliation, gathers material from the several reports the TRC has produced to present the essential history and legacy of residential schools in a concise and accessible package that includes new material to help inform and contextualize the journey to reconciliation that Canadians are now embarked upon.

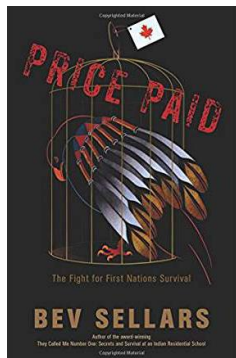
Phil Fontaine is a Survivor, TRC Honorary Witness, and former National Chief of the Assembly of First Nations. **Aimée Craft** is the Director of Research at the National Centre for Truth and Reconciliation and Associate Professor in the Faculty of Law at the University of Manitoba. **The Truth and Reconciliation Commission of Canada** was established in 2008 and led by the Honourable Justice Murray Sinclair (Chair), Dr. Marie Wilson, and Chief Wilson Littlechild.



Peace Pipe Dreams: The Truth about Lies about Indians by Darrell Dennis, 2014

Employing pop culture examples, personal anecdote and a cutting wit, ***Peace Pipe Dreams*** deftly weaves history with current events to entertain, inform and provide a convincing, readable overview of First Nations issues and why they matter today.

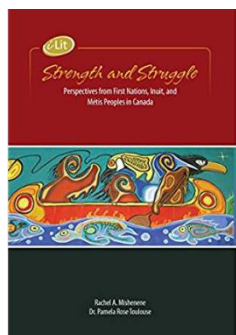
Darrell Dennis is an author, playwright, broadcaster, actor, and comedian. He is also known for his roles in two CBC TV series; Frank Fencepost on *The Rez*, and Brian Potter on *Northwood*. Dennis considers himself a stereotype-busting, politically incorrect Native American/Aboriginal/Shuswap.



Price Paid: The Fight for First Nations Survival by Bev Sellars, 2016

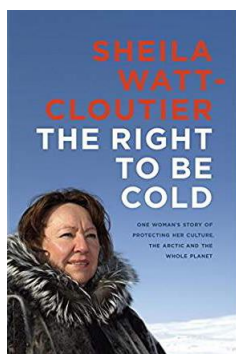
Price Paid untangles truth from some of the myths about First Nations at the same time as it addresses many misconceptions still widely believed today. Based on a popular presentation Sellars created for treaty-makers, politicians, policymakers, and educators when she discovered they did not know the historic reasons they were at the table negotiating First Nations rights, this is essentially Canadian history told from a First Nations point of view.

Bev Sellars is chief of the Xatsu'll (Soda Creek) First Nation in Williams Lake. She holds a degree in history from the University of Victoria and a law degree from the University of British Columbia. She has served as an advisor to the British Columbia Treaty Commission.



Strength and Struggle: Perspectives from First Nations, Inuit, and Métis Peoples in Canada edited by Rachel A. Mishene and Dr. Pamela Rose Toulouse

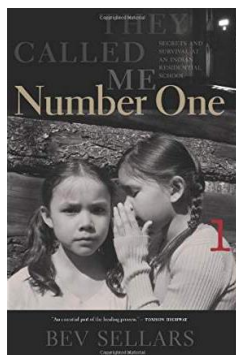
Strength and Struggle is an anthology of interviews, essays, memoirs, and various types of creative pieces (poetry, graphic journal, story) which capture the perspectives and insight of contemporary First Nations, Métis, and Inuit artists, thinkers, jurists, and other public figures. Contributors include Joyce Atcheson, Nichola Batzel, Christi Belcourt, Chris Bose, Joseph Boyden, Gord Bruyere, Lisa Charleyboy, Cherie Dimaline, Elliott Doxtater-Wynn, Jason Eaglespeaker, Ronald Everett Green, Louise B. Halfe-Sky Dancer, Al Hunter, Lucie Idlout, Justice James Iglooliorte, Xavier Kataquapit, Wab Kinew, Nadya Kwandibens, John Adrian McDonald, Deborah McGregor, Nadia McLaren, Sharron Proulx-Turner, Darryl Sainnawap, Forrest Rain Shapwaykeesic, Justice Murray Sinclair, Niigonwedom James Sinclair, Maurice Switzer, Richard Van Camp, Richard Wagamese, and Kai Zyganiuk.



The Right To Be Cold : One Woman's Story of Protecting Her Culture, the Arctic and the Whole Planet by Sheila Watt-Cloutier, 2015

The Right to Be Cold is a human story of resilience, commitment, and survival. It explores the parallels between safeguarding the Arctic and the survival of Inuit culture in the face of past, present, and future environmental degradation. Long-listed for 2017 CBC Canada Reads.

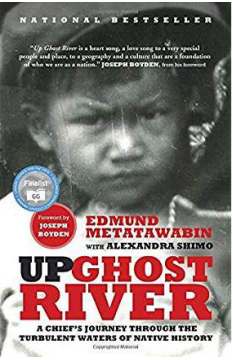
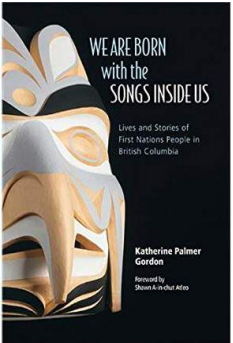
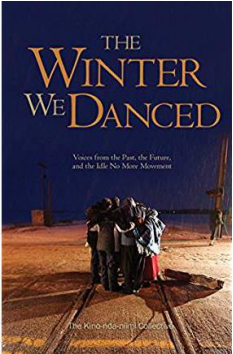
Sheila Watt-Cloutier is one of the world's most recognized environmental and human rights activists. She treats the issues of our day—the environment, the economy, foreign policy, global health, and sustainability—not as separate concerns, but as a deeply interconnected whole. In 2007, Watt-Cloutier was nominated for the Nobel Peace Prize for her advocacy work in showing the impact global climate change has on human rights, especially in the Arctic.



They Called Me Number One: Secrets and Survival at an Indian Residential School by Bev Sellars, 2012

Like thousands of Aboriginal children, Xatsu'll chief Bev Sellars spent part of her childhood as a student in a church-run residential school. In **They Called Me Number One**, a frank and poignant memoir of her years at St. Joseph's Mission, Sellars breaks her silence about the residential school's lasting effects on her and her family—from substance abuse to suicide attempts—and eloquently articulates her own path to healing.

Bev Sellars is chief of the Xatsu'll (Soda Creek) First Nation in Williams Lake, British Columbia. She holds a degree in history from the University of Victoria and a law degree from the University of British Columbia. She has served as an advisor to the British Columbia Treaty Commission.

	<i>Up Ghost River: A Chief's Journey Through the Turbulent Waters of Native History</i> by Edmund Metatawabin and Alexandra Shimo, 2014 <i>Up Ghost River</i> is an award-winning, powerful, and eloquent memoir about the abuse former First Nations chief Edmund Metatawabin endured in residential school in the 1960s, the resulting trauma, and the spirit he rediscovered within himself and his community through traditional spirituality and knowledge. Edmund Metatawabin, former Chief of Fort Albany First Nation, is a Cree writer, educator, and activist. A residential school survivor, he has devoted himself to righting the wrongs of the past, and educating Native youth in traditional knowledge. Alexandra Shimo is a former radio producer for the CBC and former editor at <i>Maclean's</i>.
	<i>We Are Born with the Songs Inside Us: Lives and Stories of First Nations People in British Columbia</i> by Katherine Palmer Gordon, 2013 <i>We Are Born with the Songs Inside Us</i> collects sixteen candid stories of people who share an unshakeable belief in the importance of their cultural heritage to their well-being, to their success at what they do, and to their everyday lives. Shattering stereotypes, <i>We Are Born with the Songs Inside Us</i> celebrates today's young native people who represent a bright future for Canada. Katherine Palmer Gordon is the award-winning author of several non-fiction books. With more than fifteen years' experience as a contracts lawyer and First Peoples' land claims negotiator and facilitator, she turns a spotlight on the complex and human side of Indigenous matters and related cultural issues.
	<i>The Winter We Danced: Voices From the Past, the Future, and the Idle No More Movement</i> by The Kino-nda-niimi Collective, 2014. <i>The Winter We Danced</i> is a vivid collection of writing, poetry, lyrics, art, and images from the many diverse voices that make up the past, present, and future of the Idle No More movement. Calling for pathways into healthy, just, equitable, and sustainable communities, this collection consolidates some of the most powerful, creative, and insightful moments from the winter we danced, and gestures towards next steps in an ongoing movement for justice and Indigenous self-determination. Royalties from the sale of this book are donated to the Native Youth Sexual Health Network.

Further Online Resources

The complete findings of the **Truth and Reconciliation Commission** are available here:

www.trc.ca/websites/trcinstitution/index.php?p=890

The findings are presented in the form of several reports (most are also available in hard copy through your local library).

- i. Honouring the Truth, Reconciling for the Future
- ii. What We Have Learned
- iii. The Survivors Speak
- iv. The History, Part 1 - Origins to 1939
- v. The History, Part 2 - The History, Part 2 | 1939 to 2000
- vi. The Inuit and Northern Experience
- vii. The Métis Experience
- viii. Missing Children and Unmarked Burials
- ix. The Legacy
- x. Reconciliation

Speaking My Truth: Reflections on Reconciliation and Residential School and ***Reconciliation and The Way Forward*** are two collections of essays and personal reflections published by the Aboriginal Healing Foundation.

Speaking My Truth is edited by Shelagh Rogers, Mike DeGagné, Jonathan Dewar, and Glen Lowry, and can be downloaded at www.speakingmytruth.ca.

Reconciliation and the Way Forward is edited by Shelagh Rogers, Mike DeGagné, Glen Lowry, and Sara Fryer and can be downloaded at www.legacyofhope.ca/education/ along with many other resources.

News Release

8 February 2017

One Book, One Community: Truth & Reconciliation

The Gabriola Arts Council, in partnership with the Friends of the Gabriola Library, Gabriola Island Branch of the Vancouver Island Regional Library, Gabriola Island Local Trust Committee, Gabriola Museum and Heritage Society, Page's Bookstore & Marina, and the Snuneymuxw First Nation, are launching a community reading program. We're encouraging all Gabriolans to read one book—Richard Wagamese's novel, *Medicine Walk*—and to come together for a facilitated community conversation to discuss the ideas and issues that arise out of the reading. Acclaimed author Thomas King describes *Medicine Walk* as, "a breathtaking novel of sorrow, hope, and polished steel."

Many communities have adopted One Book, One Community programs. On Gabriola, the organizers of this program have multiple goals:

- to promote reading and to build community through the shared experience of reading and discussing the same books;
- to contribute to a community-wide process of fostering new, positive relationships with First Nations people and communities on Gabriola Island and in neighbouring regions;
- to share thoughts, experiences, questions, and responses to the Truth and Reconciliation Commission (TRC) and to the 94 Calls to Action;
- to learn from and share with our Snuneymuxw neighbours.

Celestine Aleck, author of numerous books for children and Snuneymuxw Cultural Support Worker, said: "I love that the program is called One Book, One Community. It leads me to know that you live by Nautsamaut—or *one mind, one heart*. When we do things together, we do it with one mind and one heart."

We have compiled a list of additional titles for those interested in reading further, including poetry, nonfiction, and books for children and teens. The additional reading lists are available in the Library and on the GAC and Islands Trust websites.

We will be holding a community conversation on Friday, April 7. Celestine Aleck will be present for the conversation, along with author and Indigenous Community Consultant Monique Gray Smith. The evening will be hosted by TRC Honorary Witness Shelagh Rogers.

The program is underway. Multiple copies of the book are available in the Library and through Page's Bookstore. We hope to have all Gabriolans reading together throughout February and March. We encourage you to engage in discussions with family, friends, and colleagues. Come to the Community Book Club gathering in April to engage in an open-hearted conversation, and join others across Canada who are working towards the goals of TRC.

For more information:

Michelle Benjamin, Executive Director, Gabriola Arts Council

250-247-7409 | michelle@artsgabriola.ca | www.artsgabriola.ca

DIRECTOR OF ADMINISTRATIVE SERVICES 2016-2017 FOURTH QUARTER REPORT

Date: 23/02/2017

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
Trust Council, Executive Committee, Financial Planning Committee - Completed 3RD Quarter Financial Results Analysis - FPC meetings January 17 and February 28, 2017 - Completed public consultation process re 2017/18 proposed budget - Audit Committee meeting February 28, 2017 - Completed 2017/18 Proposed Budget for presentation to Trust Council - Assisted with Select Committee to Review Victoria Office Location - Completed review of Purchasing Procedure Policy - Reviewed General Revenue Surplus Fund Policy and provided recommendations to FPC - Director Administrative Services attended Local Government Leadership Academy	Trust Council, Executive Committee, Financial Planning Committee - Forward 2017/18 Budget for Ministerial approval by March 31, 2016 - Presentation of draft Audited Financial Statements to FPC and Audit Committee Meetings May 2017 - Support development of Transition Plan as needed
Employee Services - Staff Holiday celebration - Completed several hiring processes - Monthly OSH Committee Meetings – reviewed Terms of Reference - Provided orientation and tools to guide the completion of the 2016 Performance Review Process	Employee Services - Develop training for managers on hiring processes - Review HR policies in operations manual - Staff Meeting April 2017 - Development comprehensive orientation plan for new staff - Continue with monthly OSH Committee Meetings
Financial Management - Completed 3rd Quarter Financial Results - Completed 2016/17 Forecast (based on 3rd Quarter results) - Completed draft of proposed 2017/18 Budget for March TC - Finalized Request for Proposal for Auditors – completed RFD to Executive Committee to appoint auditor and engagement letter – met to plan for 2016/17 audit 2016 T-4's for Trustees issued	Financial Management - Review Finance policies in operations manual - Complete 2016/17 Statement of Financial Information - Complete 2016/17 Allocated Financial Statements - Complete 4th Q Financial Results and year-end reconciliations and working papers - Complete 2016/17 Audit
Information Systems Continued work on an Information Systems Strategic	Information Systems Complete project proposal for enhancing electronic

Plan • Drafted Virtual Meeting Administration Procedure • Worked on development of a new Strategic Plan DataBase and Resolutions Database • Provided support to Electronic Documents Management project	meeting experience for Trustees • Complete eSCRIBE functionality review (last item is Work Flows) • Complete work on new Strategic Plan DataBase and Resolutions Database • Continued participation on Electronic Documents Management Project with Legislative Services Manager • Implement new telephone system in Gabriola office • Review IS policies in operations manual
General • Participated on Electronic Data Management Project	General • Continued participation on Operations Manual Review Project • Continued participation on EDM Project (Finance Officer and Computer Applications Support Technician) • Complete and review 2016 Carbon Inventory calculations and research Carbon Offset purchases as necessary

**Top Priorities****Financial Planning Committee**

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Finalize the 2017/18 Budget and forward to Ministry for approval.	Current - reviewed proposed 2017/18 budget at their February 28, 2017 meeting (including public consultation results) and the RFDs for the Financial Plan Bylaw and Borrowing Anticipation Bylaw. Planned - forward to Trust Councils March meeting for approval and forwarding to Ministry for approval.		Cindy Shelest	15-Mar-2017
2	Complete the 2016/17 Forecast	Current - Reviewed 2016/17 Forecast based on 3rd Quarter results at their February 28, 2017 meeting. Planned - Forward briefing to Trust Councils March 2017 meeting.		Cindy Shelest	15-Mar-2017
3	Conduct the 2016/17 Year-End Audit.	Current - meet with auditors (KPMG) to discuss planning and develop the 2016/17 audit schedule. Planning - review the 2016/17 audited financial statements with auditors at May 31, 2017 Audit Committee Meeting. Forward Audited Financial Statements and Audit Findings Report to Trust Councils June 2017 meeting.		Cindy Shelest	20-Jun-2017

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: March 14, 2017

From: Financial Planning Committee

File No: Quarterly Reports

SUBJECT: DECEMBER 31, 2016 QUARTERLY FINANCIAL REPORT

RECOMMENDATION:

That the Islands Trust Council approve the December 31, 2016 Quarterly Financial Report as presented.

CHIEF ADMINISTRATION OFFICER COMMENTS: The financial report reflects that Islands Trust is generally following the financial plan for 2016/17.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: There are no organizational implications to the recommendation.

FINANCIAL: Expenditures to December 31, 2016 are within approved budgets.

POLICY: There are no implications for existing policy.

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

OTHER: None.

BACKGROUND

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

REPORT/DOCUMENT: The Islands Trust Statement of Net Financial Position (Balance Sheet) and Consolidated Statement of Revenue and Expenditures to December 31, 2016 are attached.

KEY ISSUE(S)/CONCEPT(S):

Statement of Net Financial Position (December 31, 2016 compared to March 31, 2016)

For the most part (unless otherwise identified) differences are due to timing of expenditures, receipt of revenues and reversal of accruals following fiscal year end. Results for December 31, 2015 are also provided for year over year comparison.

Consolidated Statement of Revenue and Expenditure

The benchmark for revenues and expenditures after nine months (third quarter completion) of operations is 75% of the annual budget. The revenue and expense areas that vary significantly from the 75% benchmark include:

Revenue:

- Fees and Sales total includes \$82,902.80 of receipts (75% of the Fees and Sales annual budget) offset by \$3,468.80 in refunds and interest accrued on development application deposits.
- The general property tax requisition, special property tax requisition, and the Bowen Island property tax requisition were all received during the second quarter.
- Investment income is higher than budget due to investment of a portion of the general revenue surplus funds that are not required for operational purposes.
- Other revenues are lower than budget as we have fewer active approved grants than prior year.

Expenses:

Council

- Trust Council expenditures are lower than anticipated due to \$35,000 budget to fund the Select Committee to Review the Victoria Office Location which is underspent and expected to remain underspent by the end of the fiscal period.
- Executive and Council Committees are lower than budget due to underspending by council committees and no spending against the applications sponsored by Executive Committee budget.
- Trust Area Services expenditures are lower than budget due to underspending on the \$82,000 Policy Statement Review Project by \$57,000.

Local Planning Services

- Local Trust Committees are lower than budget due to underspending in legal fees where recovery of legal fees occurred during the third quarter.
- Projects are lower than budget due to changing priorities by Local Trust Committees. It is anticipated that 50% of project funds will be spent by the end of the fiscal year.
- Planning Staff expenditures are lower than budget due to staff vacancies that have been somewhat offset by the cost of contractors.

Trust Fund

- Board expenses are lower due to delay in appointment of members by the Provincial Government.
- Operations expenses are lower than budget due to spending on communications that will occur by the end of the fiscal year. There are also flexible working arrangements for staff that are making this lower than budget.
- Property Management expenses are lower than budget due to covenant & acquisition and property management expenditures that are expected to occur by the end of the fiscal year.

Administration

- CAO Office expenditures are higher than budget due to additional travel and training by the CAO that was not anticipated when the budget was formulated.
- Finance, Human Resources and Administrative Services are lower than budget due to under spending on salaries when a member was on leave and unspent training budget.

- Office Operations are higher than budget due to purchase of telephone system that took place in the third quarter.
- Computer/Furniture & Equipment Purchases are lower than budget due to timing of purchases of equipment which will occur by the end of the fiscal year.

FINANCIAL PROJECTIONS TO MARCH 31, 2017 FISCAL YEAR END

A detailed forecast for 2016/17 has been completed based on the third quarter results and has been forwarded to the Financial Planning Committee.

RELEVANT POLICY: Bylaw No. 165, Islands Trust Financial Plan Bylaw 2016/17.

DESIRED OUTCOME: Approval of the December 31, 2016 Quarterly Financial Report.

RESPONSE OPTIONS

Recommended:

That Trust Council approve the December 31, 2016 Quarterly Financial Report.

Alternative: None identified.

Prepared By:	Nancy Roggers, Finance Officer	February 14, 2017
Reviewed By:	Cindy Shelest, Director of Admin Services	February 20, 2017
	Russ Hotsenpiller, Chief Administrative Officer	February 21, 2017
	Financial Planning Committee	February 28, 2017

Islands Trust
Statement of Net Financial Position
December 31, 2016

	Dec 31 2016	Dec 31 2015	Mar 31 2016
Financial Assets			
Cash & Short-term Investments	6,022,303	5,540,668	3,714,688
Accounts Receivable	44,634	58,470	358,102
Due (to) from TFB		-	
Total Financial Assets	6,066,938	5,599,139	4,072,790
Liabilities			
Wages & benefits payable	1,105,664	1,051,262	931,366
Accounts payable & accrued liabilities	170,440	169,714	521,009
Development Application Deposits	221,554	29,038	29,038
Deferred Revenue	32,483	64,793	44,108
Employee Benefit Obligations	105,443	81,224	105,443
Capital Lease Obligations	64,711	82,230	93,776
Cost Recovery Deposits	18,103	5,778	6,642
Total Liabilities	1,718,397	1,484,038	1,731,382
Net financial assets	4,348,540	4,115,100	2,341,409
Non-Financial Assets:			
Tangible Capital Assets	90,419	113,746	137,397
Prepaid Expenses	57,789	50,356	40,913
Total Non-Financial Assets	148,208	164,102	178,310
General Revenue Surplus Fund	4,496,748	4,279,202	2,519,719

Islands Trust

Statement of Revenue and Expenditure For The 9 Months Ending December 31, 2016

	Description	Prior YTD Actual	YTD Actual	Annual Budget	% of Budget
Revenue:					
	Fees & Sales	90,307	101,663	110,000	92%
	Provincial Grant	123,052	177,880	180,000	99%
	Property Tax Levy General	6,187,953	6,249,834	6,249,833	100%
	Special Property Tax Requisition	119,500	110,500	110,500	100%
	Property Tax Levy Bowen	213,766	223,418	223,418	100%
	Investment Income	44,321	48,729	50,000	97%
	Other Revenues	96,051	19,264	50,000	39%
Total Revenue		6,874,950	6,931,289	6,973,751	99%
Expenses					
	Council				
	Trust Council	204,133	201,264	317,798	63%
	Executive and Council Committees	106,159	83,625	120,108	70%
	Trust Area Services	262,900	314,314	472,307	67%
	General Admin Allocation - 17%	178,181	216,281	317,849	68%
Total Council Expenses		751,373	815,484	1,228,062	66%
	Local Planning Services				
	Local Trust Committees	583,003	458,782	726,000	63%
	Projects	201,420	124,844	322,600	39%
	Planning Staff	1,595,807	1,710,584	2,360,257	72%
	LPS Facilities	245,738	239,687	339,392	71%
	Bylaw Enforcement	205,189	218,300	299,581	73%
	General Admin Allocation - 74%	824,085	941,458	1,383,574	68%
Total Local Planning Services Expenses		3,655,243	3,693,656	5,431,404	68%

	Description	Prior YTD Actual	YTD Actual	Annual Budget	% of Budget
	Trust Fund				
	Board	11,689	13,624	20,000	68%
	Operations	274,602	279,886	431,270	65%
	Property Management	48,990	37,108	78,000	48%
	General Admin Allocation - 9%	111,363	114,502	168,272	68%
	Total Trust Fund Expenses	446,644	445,119	697,542	64%
	General Admin				
	CAO Office	187,381	262,553	326,283	80%
	Financial, HR and Admin Services	526,164	541,389	870,712	62%
	Office Operations	335,386	239,136	311,200	77%
	Information Systems	188,066	122,600	200,000	61%
	Computer/Furniture & Equipment Purchases	30,808	59,585	96,500	62%
	Amortization Expense	33,889	46,978	65,000	72%
	General Admin Recovery	(1,113,629)	(1,272,241)	(1,869,695)	68%
	Total General Admin Expenses	188,066	0	0	0%
	Less Non-Cash Expenditures - Amortization			(65,000)	
	Transfer from General Revenue Surplus Fund			(318,257)	
	Transfer to Capital from Computer/Furniture & Equipment				
	Total Expenses	5,041,325	4,954,259	6,973,751	71%
	Surplus (Deficit) to date	1,833,624	1,977,029	0	
	Transfer from Special Property tax requisition general revenue surplus fund				
	General Revenue Surplus Fund, beginning of the period	2,466,469	2,519,719		
	General Revenue Surplus Fund, end of the period	4,300,093	4,496,748		

BRIEFING

To: Financial Planning Committee **For the Meeting of:** February 28, 2017
From: Nancy Roggers, Finance Officer **Date prepared:** February 21, 2017
SUBJECT: **FINANCIAL FORECAST FOR THE YEAR ENDED MARCH 31, 2017, BASED ON ACTUAL RESULTS TO DECEMBER 31, 2016**

DESCRIPTION OF ISSUE:

The fiscal year ending March 31, 2017 was balanced with a transfer from the General Revenue Fund Surplus of \$318,257. The year-end financial results for March 31, 2017 have been forecasted based on actual results to December 31, 2016 and estimates to the end of the fiscal year. Based on this review the transfer from the General Revenue Fund Surplus will not be necessary. There will be an estimated contribution to the Fund of \$128,191. However, policy requires that the \$2,500 unspent from the SSI Special Property Tax Requisition be carried forward to 2017/18 and a request has been received to carry forward \$47,000 from 2016/17 to 2017/18.

BACKGROUND:

A total net decrease from budget is indicated of \$446,448. An explanation of the revenues and expenditures that contribute to the variance from budget are commented on below.

Revenue:

A total decrease from budget of \$18,231 due to:

- lower than anticipated Provincial Grant Revenues (\$2,120);
- higher than anticipated interest and other income (\$18,000);
- and lower than estimated grant income (\$34,112).

Expenditures:

Total forecasted expenditures are lower than budget by a net of \$479,879. Some of the more significant items are:

- Salaries and benefits are lower than budget by \$211,417 due to staff vacancies in local planning services and the executive office units. This resulted in higher than anticipated contract services costs;
- Legal expenditures are forecast to be lower than budget by \$107,981 due to lower than anticipated costs for bylaw litigation and the receipt of legal cost settlements;
- Projects are expected to trend lower than budget by \$159,600. It is expected that the following project budgets will remain unspent at the end of the year:
 - Policy statement review - \$47,000 (note request to carry forward)
 - LPC Housing Needs assessment strategy: - \$9,000
 - SSIWPA - \$2,500 (required to be carried forward to 2017/18)
 - Select Committee to Review Victoria Office Location - \$25,500

- LTC projects - \$78,600
- Contract services are higher than budget by \$77,000 due to hiring contractors to cover staff shortages;
- Expenditures related to projects funded by grants are forecast to be lower than budget by \$34,112 as less projects funded by grants were undertaken this fiscal year (see Revenues);
- Audit cost are lower than budget by \$7,500. As required by policy, a procurement process was recently held for these services, which resulted in a lower cost estimate;
- Local Trust Committee expenditures on meetings, communications and special projects are lower than budget by \$12,100;
- Training costs are lower than budget by \$18,130 due to staff vacancies;
- Statutory Notices are predicted to be higher than budget by \$13,003 due to TUP ads for applications resulting from bylaw enforcement of Short-Term Vacation Rentals;
- Meeting costs for Trust Council and Executive Committee are higher than budget by \$12,700 due to location of meetings;
- Insurance costs are higher than budget by \$12,000 as costs increased for 2016-17 coverage.

Other variances are not significant in nature.

CONCLUSIONS:

Based on the forecast results, the March 31, 2017 contribution to the General Revenue Fund Surplus is forecast to be \$143,391 and the transfer from surplus originally budgeted of \$318,257 will not be required. However, policy requires that the \$2,500 unspent from the SSI Special Property Tax Requisition be carried forward to 2017/18 and a request has been received to carry forward \$47,000 from 2016/17 to 2017/18.

ATTACHMENT(S):

Financial Forecast detail for 2016/17 fiscal year.

FOLLOW-UP:

Financial Planning to forward to Trust Council.

Director of Administrative Services will review the 2017/18 Proposed Budget based on this information.

Prepared By: Nancy Roggers, Finance Officer

Reviewed By/Date: Cindy Shelest, Director Administrative Services/February 20, 2017
 Russ Hotsenpiller, Chief Administrative Officer/February 21, 2017

Islands Trust				
Forecast to March 31, 2017 based on				
YTD Actuals to December 31, 2016				
Description	Annual Budget	YTD Actual	Forecast to March 31, 2017	Forecast Higher (Lower) than budget
Revenue:				
Fees & Sales "Development Permits	110,000	101,663	110,000	0
Provincial Grant	180,000	177,880	177,880	(2,120)
Property Tax Levy General	6,249,833	6,249,834	6,249,834	1
Property Tax Levy Bowen	223,418	223,418	223,418	0
Special Levy Property Tax Requisition	110,500	110,500	110,500	0
Interest Income	50,000	48,729	60,000	10,000
Other Income	0	6,457	8,000	8,000
Grant Income	50,000	12,807	15,888	(34,112)
Total Revenue	6,973,751	6,931,288	6,955,520	(18,231)
Expenditures				
Amortization Expense	65,000	46,978	65,000	0
Applications sponsored by Exec Committee	5,000	0	5,000	0
Audit	25,000	(1,900)	17,500	(7,500)
Bank Charges & Interest	8,000	3,036	4,000	(4,000)
Board of Variance	1,500	138	500	(1,000)
Carbon Offset Purchases	1,500	(530)	1,500	0
Communications	28,000	10,338	28,000	0
Information Systems	200,000	123,018	200,000	0
Contingency	15,000	0	15,000	0
Contract Services	83,000	93,625	160,000	77,000
Elections /By Elections	5,000	0	0	(5,000)
Equipment Supplies & Maintenance	15,000	11,885	15,000	0
Insurance	95,000	80,413	107,000	12,000
Islands Trust Fund	98,000	50,733	95,000	(3,000)
Land Title Registrations	3,000	3,248	5,000	2,000
Legal	254,981	97,059	147,000	(107,981)
Local Trust Committee expenses	100,900	64,839	88,800	(12,100)
Meeting Expense	127,300	96,217	140,000	12,700
Memberships	17,500	11,774	12,000	(5,500)
Notices Statutory & Non Statutory	17,997	25,526	31,000	13,003
Office Rent	370,000	271,071	370,000	0
Office Services	84,642	63,672	82,000	(2,642)
Projects funded by grants	50,000	13,388	15,888	(34,112)
Projects	389,600	138,630	230,000	(159,600)
Recruitment	5,000	4,298	5,000	0
Safety	5,000	4,126	5,000	0
Salaries & Benefits	4,350,910	3,057,258	4,139,493	(211,417)

Islands Trust				
Forecast to March 31, 2017 based on				
YTD Actuals to December 31, 2016				
Description	Annual Budget	YTD Actual	Forecast to March 31, 2017	Forecast Higher (Lower) than budget
Subscriptions	5,000	5,280	6,000	1,000
Telephone	63,650	47,647	61,050	(2,600)
Training	132,450	86,034	114,320	(18,130)
Travel	81,500	60,342	76,000	(5,500)
Trustee Remuneration	529,578	400,797	529,578	0
Total Expenditures	7,234,008	4,868,939	6,771,629	(462,379)
Capital				
Computer Hardware and Software	98,000	75,761	80,000	(18,000)
Furniture and Equipment	15,000	7,065	15,500	500
Office Renovations	10,000	2,494	10,000	0
	123,000	85,320	105,500	(17,500)
Total Expenditures including Capital	7,357,008	4,954,259	6,877,129	(479,879)
Net, prior to transfers and non-cash items	(383,257)	1,977,029	78,391	
Add Non-cash expenditures - amortization	65,000		65,000	
Transfer from General Revenue Fund Surplus	318,257			
Surplus	0	1,977,029	143,391	0

REQUEST FOR DECISION

To: Islands Trust Council

For the Meeting of: March 14 – 16, 2017

From: Select Committee, Review of Victoria
Office Location

Date Prepared: February 8, 2017

File No.:

**SUBJECT: REPORT AND RECOMMENDATION OF SELECT COMMITTEE RE: FUTURE
ACTIONS REGARDING STAFF CURRENTLY IN VICTORIA OFFICE**

RECOMMENDATION: That Trust Council adopt the recommendations of the Select Committee “That the Management Team, their Administrative Support staff and the Trust Fund Board staff remain within the Greater Victoria area (32km or less from current location) for the foreseeable future and that staff examine the possibility of a satellite office for the Southern Planning Team members and/or other staff “as presented” and give direction to conclude the work of the Committee”.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Staff is in support of the recommendation of the Select Committee. In particular it is clear that serving the interests of constituents remains a priority for any office location selection. The Select Committee went through an iterative process (pro and con) of identifying criteria that they deemed important to the process of office selection that was summarized in the Office Selection Matrix. There remains however significant work to address types of tenure (lease, own), comparative costs of our current lease vs marketplace, the cost of leasehold improvements to the current building, wider staff engagement, moving costs, design options, and costs associated with opening a new satellite office.

A further point of emphasis relates to how we operate or provide services to the community and whether any anticipated changes to how we do our business could affect how we house ourselves as an organization. Factors that could create a shift in the nature of our business are the Salt Spring incorporation process, changes to the Islands Trust Act or a maturation of our relationships with First Nation communities.

While it is not recommended that we have certainty on all of these matters prior to selecting an optimal office location, it is recommended that the organization addresses or analyses these issues as we move toward a defensible and informed decision.

Trust Council may deem that the Select Committee has fulfilled its mandate or may wish to task the Committee with further work. At this point, staff is developing analysis, costs and preferred options in a business case for the Victoria Office location, including the recommendation of the Select Committee. This is important as; once again, we are facing a decision on our current one year lease, due March 31.

It should be noted that this matter is neither on the Trust Council work plan nor the Executive Committees work plan at this time and the Committee may wish to make a recommendation for the Executive Committee to make this a priority and to consider any resources needed to complete this work.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The recommendation will provide certainty about the location of much of the management and administrative staff and provide some direction to senior management to allow it to pursue alternative methods and locations of effectively delivering planning and other services to southern gulf islands.

FINANCIAL: There should be no financial implications from the recommendations that would not have arisen in any case due to the expiry of office leases and the need to provide appropriate office space for staff and others.

POLICY: The direction to explore a satellite office may enhance the strategic plan objectives to:

- a) Improve community and agency understanding and support of the Islands Trust
- b) Improve community engagement and participation in Islands Trust work. (Objective 9 and 10 of Strategic Plan)

IMPLEMENTATION/COMMUNICATIONS: The recommendation would be referred to senior Staff for implementation.

OTHER: This recommendation would be in pursuit of Strategy 5.5 of the Strategic Plan.

BACKGROUND

- Trust Council established the Select Committee at its September 17, 2015 meeting. The objective of the Committee was to “To investigate whether relocation of some or all of the Islands Trust Victoria Office staff positions might better serve the interests of Trust Area constituents.” Terms of reference were established by Trust Council (TC).
- The Committee was made up of 6 Trustees elected by TC and 2 staff appointed by the CAO
- The Committee met on October 19 and November 18, 2015, January 19, May 31, August 24, October 19 and November 16, 2016 and January 17 and February 14, 2017.
- The Committee was assisted from time to time by the CAO and the Director of Administration Services assisted throughout the meeting process.
- The Committee commenced its deliberations by examining the scope of its investigations and discussions. It determined to begin with a cost/benefit examination of various potential scenarios and to request information regarding:
 - a) Staff costs associated with moving offices outside the 32 km zone
 - b) The frequency of meetings by various senior staff with other persons and agencies in the greater Victoria area.
 - c) Square footage of current office space occupied in Victoria location by various departments.
 - d) The impact of any move on the Trust Fund Board.The first three reports were provided by the Director of Administrative Services with input from other senior staff. The fourth report was provided by the Chair of the Trust Fund Board, Trustee Law.
- As well the Committee reviewed the material provided as background to the Terms of Reference dealing with matters such as branding, carbon footprint, employment engagement, cohesiveness of staff, accessibility etc.
- The Committee also reviewed the work done by staff on Leading Workplace Strategies
- The Committee determined to restrict its considerations of any potential move outside the greater Victoria area only to Gabriola, Salt Spring, North Pender and Mayne local trust areas. The Committee proceeded to look at the pro's and cons those options in relation to each other and also in relation to some form of the status quo of remaining within the greater Victoria Area (within 32 km of the existing location).

- The Committee drew upon all of the resources listed in this report as well as the knowledge of staff committee members and the knowledge of the trustee committee members who represented South Pender, Saturna, Salt Spring, Gambier, Lasqueti Local Trust Areas and Bowen Island Municipality.
- The Committee discussed extensively the possibility of establishing a more visible “satellite” office to provide planning or other services. Sydney was discussed as a possibility.
- The Committee developed a matrix of various considerations based on the discussions and the materials referenced above. It has discussed the matrix at length and assigned various “values” to the matrix.
- In addition to the matrix, the Committee unanimously adopted the motion recommended in this Request For Decision.
- The purpose of the second part of the motion is to allow staff to consider the options to reconfigure its working locations.

REPORT/DOCUMENT:

The Terms of Reference and all Minutes for the Select Committee are found here <http://www.islandstrust.bc.ca/trust-council/council-committees/select-committees/>

Victoria Office Location Review Option Evaluation Matrix

KEY ISSUE(S)/CONCEPT(S):

To provide certainty and guidance to Staff regarding the issues addressed by the Select Committee.

RELEVANT POLICY:

Strategic Plan Strategy 5.5

DESIRED OUTCOME:

For Trust Council to determine the issue of the location of Management staff, Administrative Support staff and the Trust Fund Board staff.

To allow Staff to investigate and make recommendations regarding best work practices and locations.

For Trust Council to determine any future work of the Select Committee.

RESPONSE OPTIONS

Recommended:

That Trust Council adopt the recommendations of the Select Committee

“That the Management Team, their Administrative Support staff and the Trust Fund Board staff remain within the Greater Victoria area (32km or less from current location) for the foreseeable future and that staff examine the possibility of a satellite office for the Southern Planning Team members and/or other staff”.

That Trust Council determine that the Select Committee has completed its work and be disbanded.

Alternative:

That Trust Council not adopt the recommendation of the Select Committee but refer the recommendation back to the Select Committee with further directions.

That Trust Council adopt the recommendations with amendments.

That Trust Council adopt the recommendations with or without amendments and determine to disband the Select Committee.

That Trust Council adopt the recommendations with or without amendments and determine not to disband the Select Committee but rather give it directions on future work.

Prepared By: Dan Rogers, Vice Chair

Reviewed By: Russ Hotsenpiller, CAO and Clare Frater, Director, Trust Area Services

Dated: February 8, 2017

VICTORIA OFFICE LOCATION REVIEW OPTION EVALUATION MATRIX

LEGEND:	
	Neutral/Caution
	Down-side
	Benefit

OUTCOMES TO BE ACHIEVED THROUGH OFFICE LOCATION	OPTIONS CONSIDERED					
	Status Quo Fort Street location	Move to a new location within 32 km zone (contractual limit before triggering relocation/severance clauses for staff)	Move all Victoria staff to Salt Spring Island	Move all or part of Victoria staff outside 32km zone but within Islands Trust area. (Mayne, North Pender examined; other trust areas not examined, by SC consensus, due to location limitations)	Move all Victoria Planning staff to Sidney location	Move all or part of Victoria staff to a new Sidney satellite office (located within 32 km contractual zone)
Maximize employee engagement in the communities served – knowledge /understanding of Islands (TC motion Sept 2015)	PUBLIC CONSIDERATIONS					
	Staff disconnected from Islands Trust area communities Staff travel to meetings on a regular basis (Planning, Bylaw, Policy Advisory, TC) Staff more objective Staff has more anonymity	Staff disconnected from Islands Trust area communities Staff travel to meetings on a regular basis (Planning, Bylaw, Policy Advisory, TC) Staff more objective Staff has more anonymity	Staff gains “Island-community” understanding related to Island living in largest population base (not broad based knowledge across the Islands Trust area)	More specific “local” knowledge (not broad across the Islands Trust area)	Staff disconnected from Islands Trust area communities. Staff travel regularly to islands. Trust Council meetings still held in Trust Areas	Staff disconnected from Islands Trust area communities. Staff travel regularly to islands. Trust Council meetings still held in Trust Areas
Maximize convenient access for the public	Bus Transit not convenient Inconvenient access from ferries and up- island	Closer access from ferries and up island Location along more convenient transit route Larger parking area	Geographically central to the highest Islands Trust area population Good transportation/parking options Poor/inconvenient ferry access from SGI & other Trust Areas	More convenient for the public on particular islands where the move is anticipated. Less convenient for others	Closer access/more convenient to Swartz Bay ferries. 16km/10 minute (no traffic) longer for up island from ferries. Convenient bus transit via express bus. Improved parking choices	Closer access/more convenient to Swartz Bay ferries. Depends on specific staff 16km/10 minute (no traffic) longer for up island from ferries. Convenient bus transit via express bus. Improved parking choices
Accessibility for disabled persons (TC Motion Sept 2015)	Good	Good potential	unknown	Unknown	Good potential	Good potential
Minimize <u>on-going</u> facility operational costs related to office location	Possible increase upon renewal of existing location (likely minimal) Current location is not a green building – higher utility costs Potential leasehold improvements needed	Reduced utility costs of newer building Lease rates may increase (or decrease) with a move	Reduced utility costs of newer building Lease rates may increase (or decrease) with a move	Might be difficult to lease larger enough office space	Likely that office space at the same cost (potentially small increase) would be available Newer building would reduce ongoing utility costs It may be necessary to hire additional admin for reception	Likely that office space at the same cost (potentially small increase) would be available Newer building would reduce ongoing utility costs It may be necessary to hire additional admin for reception
Minimize staff and Trustee travel and overtime costs	TBD	TBD	TBD	TBD	TBD	TBD
Maximize economic benefit to island economies within the Islands Trust Area	Costs associated with office operations (lease, etc) not spent in Trust Area Staff not living in Trust Area not contributing monetarily day to day to local economies	Costs associated with office operations (lease, etc) not spent in Trust Area Staff not living in Trust Area not contributing monetarily day to day to local economies	Costs associated with office operations (lease, etc) spent in Trust Area. Staff living in Trust Area contributing monetarily day to day to local economies Repatriation of tax dollars restricted to SSI local trust area.	Costs associated with office operations (lease, etc) spent in Trust Area. Staff living in Trust Area contributing monetarily day to day to local economies Repatriation of tax dollars restricted to local trust area.	Costs associated with office operations (lease, etc) not spent in Trust Area Staff not living in Trust Area not contributing monetarily day to day to local economies	Costs associated with office operations (lease, etc) not spent in Trust Area Staff not living in Trust Area not contributing monetarily day to day to local economies

LEGEND:	
	Neutral/Caution
	Down-side
	Benefit

OUTCOMES TO BE ACHIEVED THROUGH OFFICE LOCATION	OPTIONS CONSIDERED					
	Status Quo Fort Street location	Move to a new location within 32 km zone (contractual limit before triggering relocation/severance clauses for staff)	Move all Victoria staff to Salt Spring Island	Move all or part of Victoria staff outside 32km zone but within Islands Trust area. (Mayne, North Pender examined; other trust areas not examined, by SC consensus, due to location limitations)	Move all Victoria Planning staff to Sidney location	Move all or part of Victoria staff to a new Sidney satellite office (located within 32 km contractual zone)
	STAFF CONSIDERATIONS					
	Access to large labor pool Access to training Spousal/partner job locations Full range of community services Diversity of housing Cost of housing (-)	Access to large labor pool Access to training Spousal/Partner job locations Full range of community services Diversity of housing Cost of housing (-)	Best labour pool in the Trust area Less Spouse/partner career opportunities - Best services and amenities in the Trust area Limited access to higher education for staff & family members More obstacles to professional development Fewer housing options than current location Moves by attrition would avoid staff relocation costs	Moves by attrition would avoid staff relocation costs Lower size of labour pool Limited access to higher education (high school and above) for staff family members More obstacles to professional development Fewer housing options	Impact on existing staff (increased personal travel and costs) could result in turnover of staff Staff who live in the area (outside of the downtown core) would consider this a benefit (with reduced personal travel and costs)	Impact on existing staff (increased personal travel and costs) could result in turnover of staff Staff who live in the area (outside of the downtown core) would consider this a benefit (with reduced personal travel and costs)
	Maintain cohesiveness of staff (TC Motion September 2015)	Current level of staff cohesiveness unaffected	Most staff co-located	Most staff co-located	Most staff co-located	More dispersed
	Maximize proximity/access to other relevant agencies	Good access to provincial and other governmental agencies	Good access to provincial and other governmental agencies	Reduced access to other governmental agencies due to increased travel time	Reduced access to other governmental agencies due to increased travel time	Good access to provincial and other governmental agencies
	Minimize ‘transition costs’ of any change to Islands Trust staff headquarters location	No costs	Costs to relocate office but may be offset by lower lease costs	Costs to relocate Staff contractual /severance costs related to move	Costs to relocate Staff contractual /severance costs related to move	Costs to relocate office and possible need for additional secretarial staff if partial move
	TRUSTEE CONSIDERATIONS					
	Maximize convenience for trustees	Low level of convenience for trustees to travel to Fort Street location	Location with better highway/transit location provides better access for SGI trustees	Geographically central to the highest population Ferry access for other Southern Gulf Islands is poor	More convenient for trustees on particular islands where the move is anticipated. Less convenient for other trustees.	More convenient for majority of trustees in Southern Area. Perhaps easier access for northern trustees.
	Improve the strategic positioning (branding) of Islands Trust (TC motion dated Sept 2015)	Lack of brand visibility for the Islands Trust organization Perception that the power center is misplaced	Visibility for the Islands Trust organization limited to mostly SGI and Van Island communities if strategic signing is employed Perception that the power center is misplaced	Increased Islands Trust presence in largest population in Trust area Improved perception that the Islands Trust is within the Islands Trust area	Visibility limited to a small population Improved perception that the Islands Trust is within the Islands Trust area	Increased visibility through strategic signage to Southern Gulf Island residents and general local communities
	Consider the impact of carbon footprint of moving the office (TC motion dated Sept 2015)	unknown	unknown	unknown	unknown	unknown



REQUEST FOR DECISION

To: Trust Council

For the Meeting of: March 14-16, 2017

From: Salt Spring Island Local Trust Committee

Date Prepared: January 31, 2017

File No.: SSI 6500-20
Watershed Management

SUBJECT: Salt Spring Island Watershed Management - Special Property Tax Requisition

RECOMMENDATION:

THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$98,500 in its 2017/18 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The special property tax requisition of \$98 500 will be used to fund the additional operations of the Salt Spring Island Local Trust Committee in exercising its delegated authority to coordinate the work of the Salt Spring Island Watershed Protection Authority.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The Salt Spring Island Local Trust Committee (SSI LTC) intends to continue to use the requisitioned funds to support coordination of the Salt Spring Island Watershed Protection Authority (SSIWPA) – a multi-agency body dedicated to watershed protection on Salt Spring Island through collaborative watershed management.

Inclusion of the funds enables the continuation of contract coordination services to administer and manage SSIWPA's operations and projects on behalf of the SSI LTC. Some additional administrative work related to contract management, financial management, management of grant awards and related SSI LTC work is undertaken by Islands Trust staff.

FINANCIAL:

The taxation implications of this decision would relate only to the Salt Spring Island Local Trust Area. The funds requisitioned would be spent to fund the additional operations of the SSI LTC, pursuant to the additional powers that Trust Council has delegated to it (coordination of SSIWPA).

The proposed budget is:

Coordinator Contract	\$ 85,000
Meeting Costs:	\$ 5,500
Events and Comm.	\$ 8,000
Total	\$98,500

Please also see Appendix 2 for the SSIWPA 2017-18 Operations Budget.

POLICY:

No implications for current policy.

IMPLEMENTATION/COMMUNICATIONS:

If approved, the request for a special tax requisition within the Salt Spring Island Local Trust Area would be delivered to the Minister of Finance, along with the rest of the Islands Trust property tax requisition request.

The requisitioned funds are accounted for in the same manner that other Islands Trust funds are managed.

BACKGROUND

On June 10, 2013, Trust Council approved Bylaw 154, a bylaw that delegates certain additional powers to the Salt Spring Island Local Trust Committee to support the preservation and protection of water quality and quantity within the Salt Spring Island Local Trust Area. Specifically, Bylaw 154 delegates the SSILTC the powers (from *Islands Trust Act* section 8.2(b)) to:

- *coordinate and assist in the determination of regional, improvement district and government of British Columbia policies;*
- *coordinate the implementation and carrying out of regional, improvement district and government of British Columbia policies.*

Bylaw 154 also requires that funding for related operations be achieved through a special tax requisition within the Salt Spring Island Local Trust Area, where related expenditures will be \$5000 or more.

The mission of SSIWPA is “to cooperate on the development and implementation of policies and initiatives for improved raw water quality, and coordinated management of quantity of Salt Spring Island water sources. SSIWPA member agencies ... collaborate in watershed governance and cooperate to pool resources, gather and share information, strategize on integrated policy development, and coordinate actions for improved raw water quality, management of quantity, and the health and protection of both surface and groundwater watersheds in the Salt Spring Island Local Trust Area.”

Coordination of SSIWPA operations is performed by a contractor with some administrative and other assistance from Islands Trust staff. To date, the SSILTC has primarily used the delegated powers to coordinate a multi-stakeholder planning process that resulted in the “Integrated Watershed Management Plan for the St. Mary Lake Watershed 2015,” on Salt Spring Island. As implementation of the Plan was underway, SSIWPA determined the need to expand its focus to respond to climate change and drought patterns, as well as assessment of the freshwater resource as a whole (groundwater and surface water, in combination).

SSIWPA launched an island-wide effort in late spring of 2016 called “Salt Spring Integrated Water Management Program”, (IWM) in order to address the need to:

- quantify the volume of freshwater available (in a renewable manner) for human use;
- measure and optimize the efficiency of potable water resource uses/demand;
- if necessary, adjust bylaws and regulations to sustainably manage development and the built environment in areas where water quantity sensitivities exist.

The Salt Spring Island Local Trust Committee is requesting a special tax requisition for a fourth year, in order to continue coordinating the work of SSIWPA .

SPECIAL PROPERTY TAX REQUISITION

Pursuant to Trust Council Policy 6.3.ii, an individual Local Trust Committee can request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees. Special property tax requisitions are approved by Islands Trust Council and must be formally requested by resolution of the Local Trust Committee. Trust Council Policy 6.3.ii includes a checklist for LTCs to follow - attached as Appendix 1.

On September 23, 2016 -

SS-2016-186

It was MOVED and SECONDED, that the Salt Spring Island Local Trust Committee advise the Director of Administrative Services that a Budget Proposal will be submitted prior to the October 19, 2016 Financial Planning Committee meeting to support the Salt Spring Island Watershed Management Coordination Services delegated from Trust Council and supported by Special Tax Requisition. CARRIED

Financial Planning Committee was subsequently requested to administer a special property tax requisition of \$98 500 for the 2017/18 fiscal year, based on the following cost estimates:

Coordinator Contract	\$ 85,000
Meeting Costs:	\$ 5,500
<u>Events and Comm.</u>	<u>\$ 8,000</u>
Total	\$98,500

The funding assumes a similar level of coordination as received in 2016/17. The proposed special property tax requisition for 2017/18 is less than the \$110,500 approved for 2016/17, and less than the approved \$119,500 for 2015/16.

In accordance with *Islands Trust Council Policy 6.3.ii -- Special Property Tax Requisition*, the proposed special property tax requisition of \$98 500 for 2017/18 is in the public consultation phase, along with the overall Trust Council budget of 2017-18. A FAQ information sheet features the SSI LTC special tax requisition and has been featured across multiple media venues.

The following consultation plan has been implemented:

- Notice of the Salt Spring Island Special Property Tax Requisition was included in the Trust Council 2017-18 Budget Consultation Package.
- A Trust Council Budget ad was placed in the January 25 and February 1 issues of the Driftwood.
- A Banner Ad is running on the Salt Spring Island Exchange Site until February 10.
- A FAQ information sheet on the Salt Spring Island Property Tax Requisition has been linked in the Trust Council 2017-18 Budget Consultation Package.

- The FAQ information sheet has been posted prominently on the Salt Spring Local Trust Committee web page as well as the Salt Spring Island Watershed Protection Authority Website.
- The FAQ information sheet circulated on the Salt Spring Island Exchange List Serve inviting community input.
- A News Update posted on Salt Spring web page seeking public input on tax requisition for watershed management.
- Invitations for feedback sent out using the Salt Spring Islands Trust Subscription Notice.

SUMMARY OF PUBLIC FEEDBACK RESULTS

At the time of writing, Salt Spring Island constituents have not submitted any correspondence regarding the proposed budget.

REPORT/DOCUMENT:

Appendix 1 – Trust Council Policy 6.3.ii checklist.

Appendix 2 – SSIWPA Proposed Operations Budget – 2017/18

KEY ISSUE(S)/CONCEPT(S):

- Collaborative watershed governance models require coordination of multiple agencies with jurisdiction.
- Trust Council has delegated authority to enable SSI LTC to coordinate the Salt Spring Island Watershed Protection Authority.
- Trust Council Policy requires the SSI LTC to request a Special Property Tax Requisition to fund this work, to carry out related public consultation, and advise Trust Council of the results.
- The Salt Spring Island Local Trust Committee has consulted with the community on the issue of raising a \$98 500 Special Property Tax to coordinate watershed management and has provided the information as required, through this Request for Decision.

RELEVANT POLICY:

Islands Trust Council Bylaw 154

14(3)(iii) of the Islands Trust Act

Islands Trust Council Policy 6.3.ii -- Special Property Tax Requisition

DESIRED OUTCOME:

Improved water quality and quantity management on Salt Spring Island, through Trust Council approval of a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$98 500 for the 2017/18 fiscal year.

RESPONSE OPTIONS

Recommended:

THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$98 500 in its 2017/18 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

Alternatives:

1. That the Islands Trust Council include a special property tax requisition for the 2017/18 fiscal year for a lesser amount than requested by the SSILTC
2. That the Islands Trust Council include a special property tax requisition for the 2017/18 fiscal year for a greater amount than requested by the SSILTC.
3. That the Islands Trust Council not include a special property tax requisition for the Salt Spring Island Local Trust Area for the 2017/18 fiscal year.

Prepared By: Justine Starke, Island Planner, Local Planning Services January 31, 2017

Reviewed By/Date: Salt Spring Island LTC February 09, 2017
Russ Hotsenpiller, CAO February 21, 2017
Financial Planning Committee February 28, 2017

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: March 14 - 16, 2017

From: Financial Planning Committee

Date Prepared: February 28, 2017

SUBJECT: FINANCIAL PLAN BYLAW, 2017/2018

RECOMMENDATION:

1. That Islands Trust Council Bylaw 167, cited as the "Financial Plan Bylaw, 2017/2018" be Read a First Time.
2. That Islands Trust Council Bylaw 167, cited as the "Financial Plan Bylaw, 2017/2018" be Read a Second Time.
3. That Islands Trust Council Bylaw 167, cited as the "Financial Plan Bylaw, 2017/2018" be Read a Third Time.
4. That Islands Trust Council Bylaw 167, cited as the "Financial Plan Bylaw, 2017/18" be forwarded to the Minister of Community, Sport and Cultural Development for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The Islands Trust Financial Plan for 2017/18 must be adopted by bylaw prior to implementation.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Allows staff to implement the Islands Trust Council's approved budget.

FINANCIAL: As described in budget background documents

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS:

Staff will implement as described in budget background documents.

OTHER: None

BACKGROUND

REPORT/DOCUMENT: Draft Financial Plan Bylaw, 2017/2018.

KEY ISSUE(S)/CONCEPT(S): The Financial Plan Bylaw is the formal document approving the budget for the 2017/2018 fiscal year. After three readings, the bylaw is forwarded to the Minister of Community, Sport and Cultural Development for approval and the property tax levy request is forwarded to the Provincial Surveyor of Taxes. Bowen Island Municipality is notified of the tax collection required on behalf of Islands Trust.

The Financial Plan Bylaw focuses on the current fiscal year budget, but also includes projections for the following four fiscal years. The worksheet used to create the projections appears at the end of this Request for Decision. The assumptions and/or processes used for the line items in the four year projection are:

Consumer Price Index	1.0%
Fees & Sales	No increase in fees and sales is projected.
Provincial Grant	The Ministry has advised a budget of \$180,000 for recent years – maintained for the five year period.
Non-market Growth	A 1.0% non-market growth rate is anticipated. Non-market growth is experienced when properties under development are completed and their assessed values are added to the assessment pool.
Increases to Property Taxes	It is anticipated that property tax increases will not exceed CPI.
Property Tax Levy – Bowen	The methodology for the Bowen Tax Levy calculation is described in the <i>Islands Trust Act</i> and depends on a number of factors that are difficult to predict. An increase of 1.0% has been included.
Expenditures (Trust Council, Local Planning, Trust Fund and Administration)	Service levels are expected to remain the same.
Expenditures – Programs	Program expenditures are based on historical spending and are adjusted to reflect lower spending on programs during election years.
Potential Salt Spring Island Incorporation	At the time of drafting the Financial Plan Bylaw, the result of the future referendum is unknown. Therefore, apart from the recognition in 2017/18 of a potential Provincial grant for the creation of a transition plan, no impacts related to incorporation have been identified.
General Revenue Fund Surplus	The target for this amount is defined in the General Revenue Fund Surplus Policy 6.5.i.

RELEVANT POLICY: Municipal Revenue Tax Calculation Policy 7.2.vi.
General Revenue Fund Surplus Policy 6.5.i.

DESIRED OUTCOME: That Trust Council approve the Financial Plan Bylaw, 2017/2018 in order for staff to implement the islands Trust Council's approved budget.

RESPONSE OPTIONS

Recommended: Three readings of the Financial Plan Bylaw and advance for approval by the Minister of Community, Sport, and Cultural Development.

Alternative: N/A

Prepared By: C. Shelest, Director of Administrative Services

Reviewed By/Date: R. Hotsenpiller, Chief Administrative Officer – February 21, 2017
Financial Planning Committee – February 28, 2017
Executive Committee – March 1, 2017

ISLANDS TRUST - Proposed Budget - 5 Year Budget Projection							
	Trust Council March 2017	Annual					
Revenue	2017/18	Increase %	2018/19	2019/20	2020/21	2021/22	
Fees & Sales	110,000		110,000	110,000	110,000	110,000	
Provincial Grant	180,000		180,000	180,000	180,000	180,000	
Property Tax Levy prior year	6,249,833	0.0%	6,312,331	6,407,331	6,503,762	6,634,487	
Non-market Growth Current Year	62,498	1.0%	63,123	64,073	65,038	66,345	
Increased Taxes in Current Year	-		31,877	32,357	65,688	67,008	
Total Tax Revenue	6,312,331		6,407,331	6,503,762	6,634,487	6,767,841	
% tax increase	0.00%		0.50%	0.50%	1.00%	1.00%	
			<i>election</i>	<i>byelection</i>	<i>byelection</i>	<i>byelection</i>	
Appropriation from Surplus - for elections	5,000		120,000	5,000	5,000	5,000	
Appropriation from Surplus - to adjust Surplus balance	555,000		1,790	17,651	13,689	(2,232)	
Property Tax Levy - Bowen	242,680	1.0%	245,106	247,558	250,033	252,533	
Special Levy - LTCs	98,500	manual input	100,000	100,000			
Interest Income	50,000	0.0%	50,000	50,000	50,000	50,000	
Other Income	150,000	0.0%	50,000	50,000	50,000	50,000	
Revenue Subtotal	7,703,510		7,264,228	7,263,970	7,293,209	7,413,142	
Expenditures			<i>election</i>				
Trust Council - no Admin or Projects	813,020	1.0%	916,851	806,019	814,079	822,220	
Local Planning - no Admin or Projects	3,720,573	1.0%	3,621,846	3,658,065	3,694,645	3,731,592	
Trust Fund - no Admin or Projects	553,683	1.0%	559,220	564,812	570,460	576,165	
Administration	1,857,734	1.0%	1,876,311	1,895,074	1,914,025	1,933,165	
Projects - Trust Council	73,000		250,000	300,000	350,000	400,000	
Projects & OCP - LPS	572,000						
Projects - ITF	-						
Projects - Admin	80,000						
Projects funded by Special Property Tax Requisition	98,500		100,000	100,000			
Expenditure Subtotal	7,768,511		7,324,228	7,323,970	7,343,210	7,463,142	
Less non-cash expenditures - amortization	65,000		60,000	60,000	50,000	50,000	
Total Cash Requirement	7,703,511		7,264,228	7,263,970	7,293,210	7,413,142	
Surplus Balance	2,035,610		1,913,820	1,891,169	1,872,480	1,869,712	
Cash required for 3 months operations	\$ 1,857,128		\$ 1,778,557	\$ 1,778,492	\$ 1,783,302	\$ 1,813,285	
Surplus Balance as % of Cash Required by Pol	110%		108%	106%	105%	103%	

ISLANDS TRUST COUNCIL

BYLAW NO. 167

A Bylaw Respecting the Financial Plan of the Islands Trust for Fiscal Years 2017/18 through 2021/2022

The Islands Trust Council, having jurisdiction in respect of the Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act*, enacts as follows:

1. Schedule “A” attached hereto, and made part of this Bylaw is hereby adopted and is the Financial Plan of the Islands Trust for the fiscal year commencing April 1, 2017 and ending March 31, 2018, and for the subsequent four fiscal years, and further that;
2. This Bylaw may be cited for all purposes as the “Islands Trust Financial Plan Bylaw, 2017/2018”.

READ A FIRST TIME THIS DAY OF MARCH , 2017

READ A SECOND TIME THIS DAY OF MARCH , 2017

READ A THIRD TIME THIS DAY OF MARCH , 2017

APPROVED BY THE MINISTER OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT
THIS DAY OF , 2017

ADOPTED THIS DAY OF , 2017

SECRETARY

CHAIR

	ISLANDS TRUST					
		Bylaw 167				
		Schedule A				
Revenue		2017/18	2018/19	2019/20	2020/21	2021/22
Provincial Funding		180,000	180,000	180,000	180,000	180,000
Property Taxes **		6,555,011	6,652,000	6,752,000	6,884,000	7,021,000
Special Levy - Local Trust Committees		98,500	100,000	100,000	-	-
Fees		110,000	110,000	110,000	110,000	110,000
Surplus Appropriation		560,000	122,000	23,000	19,000	3,000
Interest and Other		200,000	100,000	100,000	100,000	100,000
	Revenue Subtotal	7,703,511	7,264,000	7,265,000	7,293,000	7,414,000
Expenditures						
Trust Council		1,215,435	1,278,000	1,179,000	1,199,000	1,219,000
Local Planning		5,824,996	5,295,000	5,384,000	5,370,000	5,459,000
Trust Fund		728,079	751,000	762,000	774,000	786,000
Less non-cash items - amortization		(65,000)	(60,000)	(60,000)	(50,000)	(50,000)
	Expenditure Subtotal	7,703,512	7,264,000	7,265,000	7,293,000	7,414,000
	Contribution to Surplus (Reserves)*	(0)	-	-	-	-
** Estimated Property Taxes by Source:		2017/18	2018/19	2019/20	2020/21	2021/22
Trust Area Property Tax Levy		6,312,332	6,407,000	6,504,000	6,634,000	6,768,000
Bowen Island Municipality Property Tax Levy		242,680	245,000	248,000	250,000	253,000
	Total	6,555,011	6,652,000	6,752,000	6,884,000	7,021,000
	Balance in General Revenue Fund Surplus	2,035,610	1,913,820	1,891,169	1,872,480	1,869,712

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: March 14-16, 2017

From: Financial Planning Committee

Date: February 28, 2017

SUBJECT: REVENUE ANTICIPATION BORROWING BYLAW (ANNUAL ITEM)

RECOMMENDATION:

1. That Islands Trust Council Bylaw 168, cited as the “Revenue Anticipation Borrowing Bylaw 2017-2018” be Read a First Time.
2. That Islands Trust Council Bylaw 168, cited as the “Revenue Anticipation Borrowing Bylaw 2017-2018” be Read a Second Time.
3. That Islands Trust Council Bylaw 168, cited as the “Revenue Anticipation Borrowing Bylaw 2017-2018” be Read a Third Time.
4. That Islands Trust Council Bylaw 168, cited as the ‘Revenue Anticipation Borrowing Bylaw 2017-2018’ be forwarded to the Minister of Community, Sport and Cultural Development for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The *Local Government Act* requires local governments to enact a “borrowing bylaw” before borrowing funds. The bylaw also requires Ministerial approval. Therefore all local governments adopt a borrowing bylaw to cover unexpected situations where they might have to borrow money at short notice. While the Islands Trust Council adopts a borrowing bylaw each year, no borrowing has been required for several years. Expenditures are carefully managed to ensure they do not exceed the budgeted revenues.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Ability to borrow enabled by adoption of the bylaw.

FINANCIAL: Interest expense, if incurred, would be charged against the appropriate budget account.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None

OTHER: None

BACKGROUND

The Islands Trust is required under the *Islands Trust Act, S.8(3)* and *Islands Trust Act Regulation #12*, to adopt a bylaw authorizing the borrowing of money that may be required to meet current expenditures before revenue from all sources has been received. The bylaw also requires Ministerial approval. No borrowing has been required for several years.

REPORT/DOCUMENT: Draft Revenue Anticipation Borrowing Bylaw.

KEY ISSUE(S)/CONCEPT(S):

This requirement is particularly relevant between the beginning of the fiscal year (April 1) and the time of receipt of tax levy proceeds.

The bylaw specifies a limit of \$1,000,000 and an interest rate not to exceed 2% per annum over bank prime. The islands Trust currently is able to borrow at an interest rate equal to the bank prime rate.

RELEVANT POLICY:

Islands Trust Act, Section.8(3); Local Government Act, Sections 821 and 822

DESIRED OUTCOME:

That Trust Council approve the Revenue Anticipation Borrowing Bylaw.

RESPONSE OPTIONS

Recommended:

Three readings of the Revenue Anticipation Borrowing Bylaw and advance for approval by the Minister of Community, Sport, and Cultural Development.

Alternative:

Prepared By: C. Shelest, Director of Administrative Services

Reviewed By/Date: R. Hotsenpiller, Chief Administrative Officer – February 21, 2017
Financial Planning Committee – February 28, 2017
Executive Committee – March 1, 2017

ISLANDS TRUST COUNCIL

BYLAW NO. 168

A Bylaw to Provide for the Borrowing of Money During Fiscal Year 2017 - 2018 in Anticipation of Revenue

WHEREAS the Islands Trust may not have sufficient money on hand to meet the current lawful expenditures of the Islands Trust;

AND WHEREAS it is provided by Section 8.3 of the *Islands Trust Act*, Section 12 of B.C. Regulations 119/90 and Sections 821 and 822 of the *Local Government Act* that the Islands Trust may, with the approval of the Minister of Community, Sport and Cultural Development, borrow such sums of money as may be required to meet the current lawful expenditures of the Islands Trust before revenue, from all sources, to pay for those expenditures has been received, provided that money so borrowed is repaid when the anticipated revenue with respect to which the borrowing was authorized is received;

AND WHEREAS the Islands Trust Council anticipates receiving for the 2017 - 2018 budget a Provincial Contribution and a property tax levy, and these revenues have not been received at the time of adoption of this bylaw;

NOW THEREFORE the Islands Trust enacts as follows:

1. This bylaw may be cited as "Revenue Anticipation Borrowing Bylaw, 2017 - 2018".
2. The Islands Trust shall be and is hereby authorized to borrow upon the credit of the Islands Trust an amount or amounts not exceeding \$1,000,000 as the same may be required and to pay interest thereon at a rate not exceeding 2% over bank prime rate per annum.
3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson of the Islands Trust and the Treasurer of the Islands Trust.
4. The Provincial Contribution and property tax levy, or so much thereof as may be necessary, shall when received on account of the 2017 - 2018 budget, be used to repay the money so borrowed.

READ A FIRST TIME THIS DAY OF MARCH , 2017

READ A SECOND TIME THIS DAY OF MARCH , 2017

READ A THIRD TIME THIS DAY OF MARCH , 2017

APPROVED BY THE MINISTER OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT
THIS DAY OF , 2017

ADOPTED THIS DAY OF , 2017

SECRETARY

CHAIR

TRUST AREA SERVICES 2016-2017 Fourth Quarter Report

Date: February 17, 2017

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. <u>TRUST COUNCIL / TRUST PROGRAMS COMMITTEE</u> - Sent letters to three Trust Council delegates - Director participated in Select Committee to Review Victoria Office Location - RFD to Trust Council re marine protection options	- Continue to implement State of the Islands project - Implement water conservation education project - Co-develop Water Sustainability Act and Species at Risk sessions for future Trust Council meetings - Deliver Community Stewardship Awards program - Work with BC Hydro and Bowen Island Municipality to assess the future need for a letter of understanding concerning the use of pesticides during BC Hydro's woodpole test and treat program.
2. <u>AGENCY LIAISON and ADVOCACY</u> - Chair correspondence to: - Prime Minister re Trans Mountain Pipeline Expansion approval - Assistant Deputy Minister at Ministry of Community, Sport and Cultural Development re development of letters patent for a potential Salt Spring Island Municipality - Premier Clark and Minister Fassbender enclosing Gulf Islands Alliance Video on Islands Trust history - Letter to Prime Minister re Ocean Protection Plan - MLAs and MPs re Gulf Islands Alliance video - Malahat Chief and Council re meeting request - Director attended Transport Canada engagement with First Nations re Ocean Protection Plan (2 days)	- Meet with Bowen Island Municipality staff - Continue to negotiate amendments to agreements with the Ministry of Forests, Lands and Natural Resource Operations in partnership with Bowen Island Municipality. - Support consultations re Pacific Pilotage Authority anchorage proposal near Gabriola Island (delayed) - Continue participation in Regional Advisory Council on Oil Spill Response meetings (on-hold pending federal funding availability) - Continue participation in Joint Working Group for Removal of Problem Vessels meetings (April)
3. <u>COMMUNICATIONS</u> - Developed public engagement for 2017-18 budget - Finalized Islands Trust specific terminology guide - Supported First Nations public engagement program development - Developed and launched First Nations relations webpage. - Issued two news releases: - March Trust Council program - Public input of 2017-2018 proposed budget - Developed project charter for a visual identity for the organization (approved by management team in November) - Internal communications for annual staff awards - Communications support for electronic document management project (staff presentations, FAQs) - Finalized and co-ordinated printing of <i>Your Marine Waterfront</i> guide - Communications support for Islands Trust Fund Valentine's Day fundraising campaign - Issues management and media relations support (FAQs, key messages and advice) for:	- Develop and implement communications plan for Community Stewardship Awards program. - Continue to develop Islands Trust visual identity program (presentation to EC and TC in March) - Initiate 2016-2017 Annual Report development process - Continue to support electronic document management project (terms of reference for working group) - Explore launching a Facebook page for Islands Trust - Continue working with LPS on improving public hearing notices - Continue to develop Islands Trust communications strategy - Continue support First Nations and Public Engagement project - Continue to explore ways to better manage Islands Trust multimedia assets – images, audio and video data - Continue to explore PlaceSpeak and other online

○ SSI potential incorporation ○ SSI public inquiry re dog daycare ○ BC Business magazine article ○ Freshwater Specialist position ○ Islands Trust Act review ○ Budget public inquiry • Twitter: 12 new followers (808) and 20 new tweets (660)	engagement tools
4. <u>GENERAL</u> • Director participated in Management Team meetings (weekly) • Trust Area Services team meetings (monthly) • Local Planning Services Pro- D Day (quarterly)	• Participate in Management Team meetings • Convene Trust Area Services team meetings • Participate in Local Planning Services Pro- D Day • Revisions to the operations policy manual • Attend the Northern Office • Attend the Salt Spring Office

**Top Priorities****Trust Programs Committee**

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Protect Quality and Quantity of Water Resources (Strategic Plan 4.3)	Deliver water education workshops and related education, advocacy (Phase 2 project charter).		Clare Frater Pamela Hafey Shelley Miller	
2	Review the Islands Trust Policy Statement (Strategic Plan 9.1)	a) State of the Islands project b) Support First Nations and public engagement related to this project		Clare Frater Pamela Hafey	
3	Amend Crown Land Cooperation Agreements (Strategic Plan 8.1)	Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements into one. Consider implications for First Nations relationships.		Clare Frater	

Projects**Trust Programs Committee**

Description	Activity	R/Initiated
Enhance (protect / restore) community character, socio-economic diversity and economic sustainability	Work with other agencies to promote economic sustainability (2016-18) Facilitate exploration of intra and inter-island transportation routes (2018-19)	
Strengthen relations with First Nations	Improve protection of archaeological and First Nations cultural resources (2017-20)	



Islands Trust

Print Date: February 20, 2017

Trust Programs Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
	Improve cooperation and integration with other levels of government	Explore opportunities and benefits of working with UNESCO and the TFB and others re: UN Biosphere Reserve. (2017-18)			



TRUST FUND BOARD REPORT TO TRUST COUNCIL 4th Quarter 2016-2017

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. STRATEGIC PLANNING/ADMINISTRATION	
Provided orientation to Robin Williams, newly appointed Trust Fund Board member ITF manager attended/presented at Species and Ecosystems at Risk Local Government Working Group Approved project charter for development of 2018-2028 Regional Conservation Plan and formed project team Completed contract to map building footprints for conservation planning purposes	Provide feasibility assessment of a working landscape conservation program for Board consideration Complete mapping forage fish habitat for Lasqueti, Galiano, Salt Spring, Secretary, Wallace and Valdes Islands Initiate contract for Terrestrial Ecosystem Mapping updates Complete Property Management Strategy to assist decision making and resource allocation
2. COVENANT AND PROPERTY ACQUISITIONS	
Acquired 21 hectare nature reserve on Moore Hill (Thetis) with private donations, an Ecological Gift from landowner and funding from the Habitat Stewardship Program for Species at Risk. Covenant registered with Cowichan Community Land Trust Registered 2.15 hectare conservation covenant on Isabella Point property (Salt Spring), co-held with Salt Spring island Conservancy	Negotiate seven covenants (Denman, Link, South Pender, Galiano, Salt Spring, Keats & Lasqueti) Apply to the Agricultural Land Commission for permission to covenant a Lasqueti property Assist Thetis Island Nature Conservancy with negotiations to purchase 16 hectare Fairyslipper Forest (Lower Burchell Hill)
3. COVENANT AND PROPERTY MANAGEMENT	
Approved Burren's Acres Management Plan (Gabriola) Approved Cyril Cunningham Nature Reserve Management Plan (Salt Spring); awaiting review of the covenant holders Completed restoration project at David Otter Nature Reserve (Bowen) including site preparation and tree planting Removed invasive species from McFadden Creek Nature Sanctuary (Salt Spring)	Contract boardwalk design and development at Elder Cedar Nature Reserve, if funding application is successful (Gabriola) Obtain covenant holder and TFB approval of revised Kwel Nature Reserve (Lasqueti) and Singing Woods Nature Reserve (Bowen) Management Plans Contract restoration work (invasive species removal, planting and fencing to deter browse) at Trincomali Nature Sanctuary (Galiano) and Long Bay Wetland Nature Reserve (Gambier)

As of March 2017 the Trust Fund Board protects 101 conservation properties, 27 nature reserves and 74 covenants (of which 24 have NAPTEP certificates)



TRUST FUND BOARD REPORT TO TRUST COUNCIL 4th Quarter 2016-2017

4. COMMUNICATIONS

Wrote to First Nations in the Islands Trust Area to provide information about available ecosystem mapping, offering to share or exchange information

Submitted article to Thetis Quarterly regarding Moore Hill acquisition

Developed slideshow to highlight Islands Trust Fund's conservation of 100 properties

Developed pilot e-card fundraising platform and social media plan

Issued news release and update webpage for new Hornby Island conservation covenant; updated 'Conservation Success Stories' webpage

Develop communications plan for development of 2018-2028 Regional Conservation Plan

Develop additional communications materials highlighting TFB's 100 conservation properties

Develop print newsletter directed to covenant landowners to accompany annual monitoring information

5. FUNDRAISING AND CONSERVANCY SUPPORT

Over \$3,000 raised by Islands Trust trustees and staff for Fairyslipper Forest in honour of Lisa Gordon's retirement

Wrote a letter of support for the acquisition of St. John Point (Mayne Island)

Sent letters of thanks to boards of conservancy partners and holiday cards to major partners/donors

Applied to Environment and Climate Change Canada's Habitat Stewardship Program (HSP) for Species at Risk for funds to complete purchase of Fairyslipper Forest

Applied to MOTI Environmental Enhancement Fund to complete the purchase of Fairyslipper Forest

Continue to identify grant opportunities from foundations and corporations for various projects

Continue to support campaign to purchase Fairyslipper Forest (Thetis)

Submit final report to Habitat Stewardship Program for 2016-17 grant

*As of March 2017 the Trust Fund Board protects 101 conservation properties,
27 nature reserves and 74 covenants (of which 24 have NAPTEP certificates)*

To: Trust Council

For the Meeting of: March 14, 2017.

From: Kate Emmings, Ecosystem Protection Specialist,
Islands Trust Fund

File No.: 4905-20

SUBJECT: DEVELOPMENT OF THE 2018-2028 REGIONAL CONSERVATION PLAN

DESCRIPTION OF ISSUE:

The Trust Fund Board will be updating the Regional Conservation Plan (RCP) in 2017. The project charter for the development of the 2018-2028 RCP is attached for Trust Council's information. The Trust Fund Board will be asking for input from Local Trust Committees and the Bowen Island Municipality between July and October 2017.

BACKGROUND:

The rich diversity of life in the Islands Trust Area makes the region ecologically significant, not only locally, but globally. Most of the region is within the Coastal Douglas-fir zone, one of the rarest of British Columbia's 16 biogeoclimatic zones. The Douglas-fir ecosystems of this zone, including Garry oak and associated ecosystems, are globally rare – in the entire world they occur only on the east coast of southern Vancouver Island, the islands of the Georgia Basin, and a small area of the mainland. The Islands Trust Area is also home to several other sensitive ecosystems and hundreds of rare terrestrial and marine plants and animals. Despite its ecological significance, biodiversity in the Islands Trust Area is exposed to some of the highest threat levels in British Columbia. With over 68% of the Islands Trust Area in private land ownership and over 3.3 million people living in the surrounding areas, the pressures to develop and change the natural landscape in the islands are tremendous.

Because of the significance of the ecosystems found in the Islands Trust Area and the threats they are under, conservation planning is an important tool to ensure that the natural beauty that draws so many to the region is not lost. Since 2005, the work of the Trust Fund Board and, in some cases, the Islands Trust's local planning work, has been guided by Regional Conservation Plans. There have been two RCPs: 2005-2010 and 2011-2017, both endorsed by Trust Council and the Trust Fund Board. Most of the goals of the 2011-2017 Plan have been, or are about to be, achieved.

In December 2010, Trust Council recommended that local trust committees and island municipalities consider the goals and objectives of the Regional Conservation Plan when making land-use decisions.

In July 2015, the Trust Fund Board directed staff to consider referencing the CDFCP [Coastal Douglas-fir and Associated Ecosystems Conservation Partnership] Conservation Strategy in the next Regional Conservation Plan.

The next RCP will cover a ten year period. Staff have developed a cross-unit project team with representatives from Islands Trust Fund, mapping, and two-three representatives from Local Planning Services to develop a draft project charter.

ATTACHMENT(S):

- Summary of Accomplishments of the 2011-2017 RCP
 - Regional Conservation Plan Development Project Charter (approved by the Trust Fund Board, February 7, 2017)
-

FOLLOW-UP:

- Regular meetings of the cross-unit project team to implement the Project Charter. ITF staff will update the Executive Committee periodically regarding the status of the 2018-2028 RCP development so that LTC Chairs can keep LTCs informed.
 - Trust Council session in June 2017 on Lasqueti Island.
 - Consultations with local trust committees, Bowen Island Municipality and island conservancies between July 2017 and October 2017.
 - RCP presented to TFB for approval in November 2017.
 - RCP presented to Trust Council for endorsement in December 2017.
-

Prepared By: Kate Emmings, Ecosystem Protection Specialist, Islands Trust Fund

Reviewed By: Jennifer Eliason, IslandsTrust Fund Manager
Clare Frater, Director, Trust Area Services
Russ Hotsenpiller, Chief Administrative Officer

Date: February 21, 2017

Regional Conservation Plan Development - Charter

Trust Fund Board

Date: February 7, 2017

Purpose

Develop a Regional Conservation Plan (RCP), with input from partners & key knowledge holders, that supports decisions and guides activities that protect Islands Trust area ecosystems in order to further the Islands Trust object and the Trust Fund Board mission

Background

The ITF has had two iterations of 5-year RCPs. The current RCP runs from 2011-2017 and is available at <http://www.islandstrustfund.bc.ca/initiatives/conservation-planning.aspx>. To maintain workflow, the new RCP will span 10 years.

Objectives

- Develop a baseline, process and standards for evaluating and communicating progress
- Identify achievable goals and objectives
- Seek input from decision makers and key knowledge holders to create a more robust RCP
- Ensure that the RCP is relevant and useful to land use planning and conservancy partners

In Scope

- Identification of comms. needs during the planning process
- Identification of data needs & budget & org. impacts
- Input from current partners
- Seek feedback from the public before finalizing the plan
- Input from BIM, LTCs and TC
- Seek and consider interests of First Nations
- BRF to EC to inform LTC Chairs

Out of Scope

- Extensive consultation (e.g. meetings on each island)
- Attendance at all LTC/BIM meetings to present the RCP
- Extensive marine conservation planning (i.e. beyond shoreline)
- Detailed action items for the next 10 yrs. These will be done over shorter periods (i.e. 3 yrs.)

Workplan Overview

Deliverable/Milestone	Date Completed
Communications Plan Completed	March 31, 2017
Background Research Complete	March 31, 2017
Preliminary Consultations (planners & partners)	May 15, 2017
Trust Council presentation	June 20-22, 2017
First Draft for TFB Review	July 18, 2017
Mapping and Data Analysis Complete	April 1—August 31, 2017
LTC Referrals Complete	October 31, 2017
Final Plan Approved by TFB	November 21, 2017

Project Team

Kate Emmings	Project Manager
Jennifer Eliason	Project Champion
Mark van Bakel	Mapping and Data Support
ITF Staff	Subject Leads
LPS Representatives	Key Users and Advisors

Approved by:

Jennifer Eliason

Date: Jan 12, 2017

Endorsement:

Res #: TFB-2017-003

Date: Feb 7, 2017

Budget

Budget Source: Base Budget

Fiscal	Item	Cost
2017/2018	Partner Meetings	\$600
2017/2018	Graphics & advertising	\$1500
2016/2017 & 2017/2018	Data acquisition	\$25,000-\$35,000
2017/2018	Travel	\$500
		248

2011-2017 Regional Conservation Plan Accomplishments

February 21, 2017

Introduction

In November 2010, the Trust Fund Board approved its five-year, 2011-2015 Regional Conservation Plan (RCP). The Trust Fund Board, at its January 2015 meeting, voted to extend the time period of the plan until the end of 2017 to allow it to complete some of the RCP's more time consuming objectives. The RCP identified seven goals and proposed thirty, five-year objectives to guide the work of the Islands Trust Fund over the course of the plan. The following is a brief summary of the RCP successes and lessons learned.

GOAL 1. Secure conservation areas that effectively conserve biodiversity priorities within the Islands.

Accomplishments:

- Protected 170.45 ha of land including 140.12 ha of priority lands;
- Assisted in conservation of an additional 339.27 ha of land, including 310.12 ha of priority lands;
- Approved criteria for prioritizing lands for conservation and prioritized areas for conservation within the Islands Trust area;
- Developed relationship with Thetis Island Nature Conservancy (ThINC), identified appropriate acquisition projects on Thetis Island, completed one acquisition project (21.04 ha) and scheduled to close on a second (~16 ha) in the summer of 2017 in collaboration with ThINC ;
- Improved policies for assessing conservation proposals, and acquiring land/covenants;
- Acquired database for information storage; and
- Finalized a securement strategy for the next 10 yrs.

Lessons learned:

- Due primarily to funding limitations, the TFB did not meet its 500 ha objective for priority lands conservation; however, it was able to either secure through its own tenure, or through assisting partner agencies, 448.6 ha of priority lands, indicating that strong partnerships are important to land conservation in the islands.
- Although the TFB had many conservation successes, obtaining funding for land securement is difficult and the TFB either needs to be more modest in its goals or identify/develop new funding sources.

GOAL 2. Investigate the protection of biodiversity priorities on lands outside of core conservation areas, including working landscapes.

Accomplishments:

- Collaborated with a Masters student in the School for Public Administration at the University of Victoria to evaluate the effectiveness, feasibility and potential tools for conservation of natural components of the working landscape (e.g. forestry and farm lands);
- Mapped "working landscape" of Islands Trust area using tax class, zoning and Agricultural Land Reserve data;

- Identified areas for landowner contact and conducted and evaluated a pilot landowner contact program on Lasqueti Island in collaboration with the Lasqueti Island Nature Conservancy (LINC);

Lessons Learned:

- Landowner contact programs can be effective ways to reach potential land donors but need to be tailored to each island and each audience; and
- There are tools available for conservation on working lands; the TFB will consider these and determine if it wishes to pursue them further.

GOAL 3. Work with partner organizations to conserve marine ecosystems and habitats.

Accomplishments:

- Completed eelgrass mapping for entire Islands Trust region in partnership with the Seagrass Conservation Working Group, SeaChange Marine Conservation Society and the Mayne Island Conservancy Society (December 2014);
- Completed forage fish habitat assessments for North and South Pender, Thetis, Denman and Hornby islands and assisted with forage fish habitat assessments for Bowen, Keats and Gambier islands;
- Shared available mapping with a broad range of partners working in the Islands Trust area; and,
- Coordinated a communication mechanism with Trust Area Services and Local Planning Services regarding marine conservation issues.

Lessons Learned:

- Shoreline mapping information has been very popular with a variety of other agencies and the Islands Trust has shared data with First Nations, Industry, Government and non-profits for the following uses:
 - Oil spill planning
 - Evaluation of shoreline structures (i.e. docks, breakwaters, seawalls, etc.)
 - Marine protected area planning
 - Community education
 - Fish habitat information
 - Environmental Assessments for industrial uses of the shoreline
 - University research
- Shoreline mapping has been useful to the Local Planning Services on islands where shoreline Environmental Development Permit Areas are present and to the Bowen Island Municipality in considering docks and other shoreline applications and initiatives. It has also been useful in evaluating conservation proposals for the Trust Fund Board.

GOAL 4. Work with the Islands Trust Council, local trust committees and island municipalities to implement and accentuate Regional Conservation Plan goals and objectives within official community plans and land use bylaws.

Accomplishments:

- Finalized Sensitive Ecosystem Mapping and Eelgrass Mapping and assisted two local trust committees in creating development permit areas for these habitats;
- Initiated Terrestrial Ecosystem Mapping updates (due to complete in August 2017);

- Provided ongoing training to staff and trustees regarding sensitive ecosystem mapping and shoreline ecosystem mapping (eelgrass and forage fish);
- Finalized tools for creating protected area networks for local trust committees or island municipalities (ready for a pilot project with a willing local trust committee or the Bowen Island Municipality);
- Collaborated with Local Planning Services on marine and shoreline stewardship workshops on several islands and via webinar; and,
- Incorporated RCP goals and objectives in Islands Trust Strategic Plan and the Islands Trust Fund Board 5-year plan.

Lessons Learned:

- Working with local trust committees and island municipalities requires time and willingness of planning staff and elected officials (trustees & municipal councilors). These are autonomous and independent agencies and the Trust Fund Board will explore further ways of partnering more effectively in the next conservation plan.

GOAL 5. Promote community participation in conservation within the Islands Trust Area through effective stewardship and management of private lands, information sharing and support of conservation education initiatives for private landowners.

Accomplishments:

- Produced and issued eight issues of the Heron;
- Initiated regular Trust Fund Board updates to local trust committees and the Bowen Island Municipality;
- Created materials for landowner contact and piloted and evaluated a landowner contact program on Lasqueti Island;
- Collaborated with Islands Trust to launch NAPTEP in the Lasqueti Island Local Trust Area and within the Bowen Island Municipality;
- Developed 'Planned Giving' resource package for donors; and
- Issued 27 news releases about conservation issues.

Lessons Learned:

- There are opportunities for outreach to island communities; however, time availability can be a limiting factor. Opportunities for outreach that arise and originate from island communities can be the most time efficient means of disseminating information. Conversely, if the Trust Fund Board wishes to reach a particular audience, it may need to do its own outreach and this can be time consuming as the needs of each audience and island community are different.

GOAL 6. Support and enhance the work of conservation partners working in the Islands Trust Area.

Accomplishments:

- Sponsored island conservancies to attend six networking and training events;
- Staff participated in 26 conservation networking and training events with island groups;
- Staff presented Islands Trust Fund work at 22 events, including 6 NAPTEP presentations and 4 shoreline mapping presentations;
- Provided ecosystem mapping (shoreline and terrestrial) to over 20 organizations;

- Opportunity Fund increased between 7 % and 23 % of opening balance each year through individual donations and calendar sales; and,
- Distributed \$33,079 in grants to island conservancies through 10 Opportunity Fund grants for land conservation initiatives.

Lessons Learned

- The Trust Fund Board continues to be a strong supporter of conservation partners through information dissemination (i.e. mapping data), the Opportunity Fund and through participation in conferences and community events.

GOAL 7. Monitor and manage existing conservation areas to maintain and enhance existing biodiversity and cultural features, with the understanding that ecosystems are continuously in a state of change.

Accomplishments:

- Three ecological monitoring sites identified: Mt. Trematon (homestead/logging impact restoration project), Sidney Island Covenants (deer exclosures), Long Bay Wetland (gravel pit restoration);
- Continued work to control invasive species and manage human use on Trust Fund Board Nature Reserves; and,
- Completed a draft Property Management Strategy as a means to more strategically use available budgets and resources.

Lessons Learned

- As the Trust Fund Board continues to acquire land and conservation covenants, it must consider management needs and associated costs. Properties with greater recreational access and higher levels of damage require more money to manage. These are key factors that the Trust Fund Board considers when taking on a property.
- The Islands Trust area has a high level of rare species, some of which are found on Trust Fund Board lands. The Trust Fund Board has an increasing level of responsibility to ensure that these species survive and thrive on its lands.

To: Trust Council

For the Meeting of: March 14-16, 2017

From: Executive Committee

Date: March 1, 2017

SUBJECT: MARINE PROTECTION TOOLS

RECOMMENDATION:

1. That Trust Council amend the Strategic Plan to add in section 2.1 for fiscal year 2017/18 “Develop an inventory of available local government land use planning marine protection tools and develop general categories as to the level of protection these tools can provide (i.e. low, medium, high levels of protection)” assigned to the Executive Committee.
2. That Trust Council amend the Strategic Plan to add in section 2.1 for fiscal year 2017/18 “Compile an inventory of the marine protection tools each local trust committee/island municipality utilizes” assigned to the Executive Committee.
3. That Trust Council, in recognition of its commitment to reconciliation with Trust Area First Nations amend Strategic Plan Strategy 8.2 to read “Explore opportunities and benefits of cooperating with First Nations and others to seek nominations of the Trust Area as a UN Biosphere Reserve” and that the associated activities be deferred to 2018-2019.
4. That Trust Council in recognition of its commitment to reconciliation with Trust Area First Nations, remove from its Follow-up Action List the request for the Chair to send a letter of support for Particularly Sensitive Sea Area Designation for the Salish Sea to the federal Minister of Transport.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The recommendations address Trust Council’s interest in advancing marine protection and improved relationships with Trust Area First Nations. The activities will support on-going marine protection directed through the Strategic Plan and ground marine protection work in the land use planning tools available to local trust committees/islands municipalities. This work will also inform Local Planning Committee’s shoreline protection project work in 2018. The Trust Area marine advocacy program will continue to address topics that are Strategic Plan priorities.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: With regard to recommendations 1 and 2, the Director of Local Planning Services will be overseeing the work required with assistance from the Regional Planning Managers and the Senior Intergovernmental Policy Advisor.

With regard to recommendations 3 and 4, staff resources would be assigned from Trust Area Services.

The Executive Committee would have to consider how to prioritize this work in relation to other work priorities and available staff resources.

FINANCIAL: No additional budget requests are anticipated to undertake the direction from these resolutions. All work will be done in-house by staff resources.

POLICY: None

IMPLEMENTATION/COMMUNICATIONS: Staff would add resolutions 1 and 2 to the Executive Committee follow-up action list. Follow-up with Trust Council would occur on completion of the project. Timing of completion may be affected by limited staff resources. A final report will be circulated to local trust committees and Bowen Municipality and published on the Islands Trust website.

OTHER: N/A

BACKGROUND

In December 2016, Trust Council passed resolution TC-2016-112:

that the Executive Committee be requested to review the briefing on marine protection tools and to make recommendations to Council with respect to possible amendments to the Strategic Plan and other follow up actions.

In March 2016, Trust Council passed resolution TC-2016-027:

that Trust Council support the Salish Sea Particularly Sensitive Sea Area nomination process by co-sponsoring an Associated Protective Measures workshop in Vancouver in June 2016 and by directing the Chair to send a letter of support to the federal Minister of Transport.

In December 2016, Trust Council passed resolution TC-2016-114:

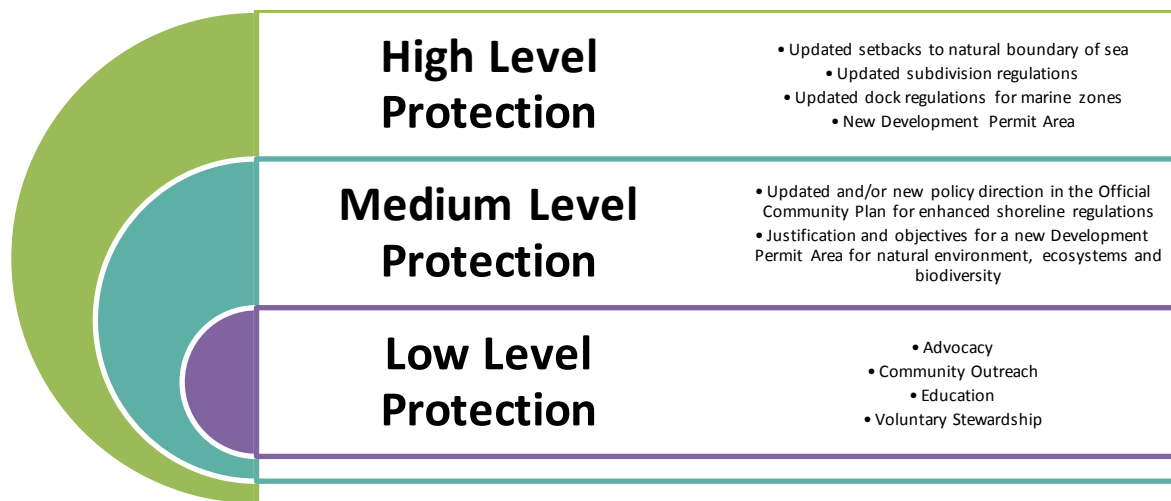
that staff provide an update on any emerging discussions with First Nations with regard to areas of shared marine protection priorities at the March 2017 Trust Council meeting.

Local Marine/Shoreline Protection Tools

In respect of resolution TC-2016-112, the briefing presented to Trust Council in December 2016 on marine protection tools provided an overview of marine protection mechanisms that theoretically could pertain to the Trust Area (see Attachment A: Excerpt from Trust Council December 2016 Briefing: Marine Protection Options). In considering the recommendations provided to Trust Council, the

Executive Committee considered the most effective actions that could further the mandate of the Islands Trust in relation to protection of the marine foreshore, and availability of resources.

As an example of the consideration of available and effective foreshore protective measures, planning staff took a report to the Lasqueti Local Trust Committee on marine protection tools specifically related to Lasqueti’s Official Community Plan and Land Use Bylaw on Feb. 20, 2017. This work could form the basis and format of a similar report to Trust Council for all local trust areas and is based on the following categorization of available tools:



Compiling an inventory of the marine protection tools each local trust committee/island municipality utilizes will enable local trust committees and Bowen Island Municipality to compare and contrast the tools in use.

Attachment B: Excerpt from Trust Council December 2016 Briefing: Roles and Responsibilities of Islands Trust Bodies regarding Marine Protection shows the roles and responsibilities of Islands Trust bodies in protection of marine areas and identifies current capacity levels.

The Challenges of UNESCO Designations

The Strategic Plan currently contains Strategy 8.2 [Explore opportunities and benefits of working with UNESCO, TFB and others to seek nomination of the Trust Area as a UN Biosphere Reserve].

One of the weaknesses of UNESCO designations is demonstrated through the example of Mount Arrowsmith Man and Biosphere (MAB) and the Biosphere Reserve’s UNESCO review (on Vancouver Island) where their MAB designation was very close to being withdrawn several years ago due to a lack of involvement from local Indigenous communities and a too-strong focus on conservation values without the balanced approach of considering sustainable development values as well. The federal committee that receives the applications now requires full endorsement by local Indigenous communities before supporting the designation. Securing endorsement for a UNESCO designation would be challenging with 37 First Nations with asserted interests in the Trust Area.

As the same issues and prerequisite for local Indigenous community endorsement applies to UNESCO’s World Heritage Site designations, Trust Council may want to first wait until each of the 37 local First

Nations have indicated their explicit support before Trust Council provides support of either UNESCO World Heritage Site or MAP designation applications.

Being “In Step” with the Trust’s First Nations

Since 2016, when Trust Council passed resolution TC-2016-027 in relation to a letter of support of Particularly Sensitive Sea Area designations, staff has become aware that, while the BC Assembly of First Nations supported the proposed nomination, the Coast Salish Gathering Steering Committee declined to support the proposed nomination. Their lack of support included, among other topics, substantial concerns about the lack of indigenous representation in the International Maritime Organisation (IMO), the body making decisions about the extent of the designation and any proposed associated protective measures. Therefore, the Executive Committee recommends that Trust Council remove from its Follow-up Action List the request for the Chair to send a letter of support for Particularly Sensitive Sea Area Designation for the Salish Sea to the federal Minister of Transport until such time as there is a clear statement of support from Trust Area First Nations for this transboundary marine shipping safety initiative

Update on Emerging Discussions with First Nations in Regard to Shared Marine Protection

With regard to resolution TC-2016-114, the Senior Intergovernmental Policy Advisor has completed the first phase of an environmental scan of previously stated (and publically available) marine priorities by the First Nations with interest in the Islands Trust Area (See Attachment C: Trust Area First Nations Marine Priorities). There are common themes that run throughout First Nations marine use plans and we can safely assume that those First Nations who hold their marine priorities confidential may also hold these issues as priorities: increased harvesting opportunities for their communities, cultural/language identification of marine and shoreline resources and recognition of Aboriginal/non-Aboriginal sharing of marine resources as a key principle going forward.

Being familiar with what First Nations have previously stated on marine priorities not only reflects a genuine respect, it lends insight to the fact that the same underlying factors that need to be mitigated to achieve both Indigenous and non-Indigenous marine priorities in the Trust Area:

- Increased pollution
- Increased vessel traffic
- Proliferation of docks and shoreline infrastructure and human use
- Shoreline ecosystem degradation due to upland development

The next phase of this work is to look at the practical, available and effective tools that local trust committees can employ to help mitigate these factors. With this in hand, local trust committees can approach local First Nations to share with them their intention and ask for their help, advice and partnership in protecting the shoreline. On Feb 17, 2017, Trust Fund Board staff shared the recent eelgrass and forage fish mapping products and other mapping tools with all 37 First Nations.

Ongoing/planned Strategic Plan work related to the marine environment includes:

Executive Committee

- Strategy 2.3 Advocate for oil spill prevention and response
- Strategy 2.4 Advocate for management of derelict and abandoned vessels

- Strategy 2.6 Advocate to reduce impacts of other industrial marine activities (includes activity T.2.6.2 Advocate to reduce impacts of freighter anchorage activities)

Local Planning Committee

- Strategy 2.1 Use land use planning tools for shoreline protection (to start in 2018)

Trust Fund Board

- Activity T.2.2.1 Complete mapping of forage fish habitat for major islands
- Activity T.2.2.2 Develop public outreach strategy including information about eelgrass and forage fish nearshore habitats to private landowners on selected islands

ATTACHMENTS:

- Excerpt from Trust Council December 2016 Briefing: Marine Protection Options
- Excerpt from Trust Council December 2016 Briefing: Roles and Responsibilities of Islands Trust bodies regarding marine protection
- Trust Area First Nations Marine Priorities

KEY ISSUES/CONCEPTS:

- Update Strategic Plan
- Development of options for marine protection
- Consideration of First Nations interests and shared marine protection objectives

RELEVANT POLICY:

- Islands Trust Council Policy 6.1.i First Nations Engagement Principles

DESIRED OUTCOME:

- Understanding of tools available to protect marine areas
- Collaboration with First Nations on marine protection

RESPONSE OPTIONS

Recommended:

1. That Trust Council amend the Strategic Plan to add in section 2.1 for fiscal year 2017/18 “Develop an inventory of available local government land use planning marine protection tools and develop general categories as to the level of protection these tools can provide (i.e. low, medium, high levels of protection)” assigned to the Executive Committee.
2. That Trust Council amend the Strategic Plan to add in section 2.1 for fiscal year 2017/18 “Compile an inventory of the marine protection tools each local trust committee/island municipality utilizes” assigned to the Executive Committee.

3. That Trust Council, in recognition of its commitment to reconciliation with Trust Area First Nations amend Strategic Plan Strategy 8.2 to read “Explore opportunities and benefits of cooperating with First Nations and others to seek nominations of the Trust Area as a UN Biosphere Reserve” and that the associated activities be deferred to 2018-2019.
4. That Trust Council in recognition of its commitment to reconciliation with Trust Area First Nations, remove from its Follow-up Action List the request for the Chair to send a letter of support for Particularly Sensitive Sea Area Designation for the Salish Sea to the federal Minister of Transport.

Alternative:

- 1) Not undertake changes as recommended
- 2) That Trust Council request that the Executive Committee develops a report on opportunities and/or a strategic direction for Trust Council and local trust committees/Bowen Island Municipality to work with First Nations on joint marine protection priorities.
 - a. Implications of this alternative include redundancy of efforts already articulated in the Trust Council approved First Nations and Public Engagement Project Charter (December 6, 2016) and progress may be limited by staff resources.

Prepared By: Fiona MacRaid, Senior Intergovernmental Policy Advisor

Reviewed By/Date: Russ Hotsenpiller, CAO, Feb 23, 2017
David Marlor, DLPS, Feb 23, 2017
Clare Frater, DTAS, Feb.23, 2017

“MARINE PROTECTION OPTIONS: Background”

Local Planning Tools

The *Islands Trust Act* provides many methods for local trust committees, island municipalities, and Trust Fund Board to protect the marine environment. Advocacy is one tool. However, there are also many opportunities for Islands Trust bodies to make decisions and undertake programs that would directly benefit the marine environment.

Local trust committees have planning jurisdiction over the surface of the sea and the foreshore within their local trust area. Island municipalities have the same planning powers and have other municipal powers such as the ability to issue building permits, and hold licences of occupation. As such, all of the planning tools available for developing policy and regulating terrestrial land apply to the foreshore and surface of the sea.

The complexity with land use planning on the foreshore is that the owner is generally the Province, with leases or license of occupations provided to individuals and companies. Local government bylaws have no effect on the Province or its agents (as per the *Interpretation Act*), but local bylaws do have effect on third parties that are leasing or otherwise using the Crown foreshore and surface of the sea. Shoreline protection is further complicated because the federal government is responsible for fisheries and navigation. As these are federal powers, local governments cannot regulate those either, regardless of who is undertaking the federally regulated activities.

Local trust committee and island municipalities have the following land use planning tools available to protect shorelines (subject to the limitations listed above):

- Zoning – local trust committees and island municipalities can create zones on the foreshore and regulate the uses within those zones. For example, all or part of the shoreline can be zoned to prohibit docks and other structures on the foreshore.
- Development Permits – local trust committees and island municipalities can establish all or part of the foreshore areas as a development permit area to protect sensitive ecosystems, or protect development from hazardous conditions. A development permit will then contain guidelines to mitigate impacts from development that is permitted by the zoning regulations.
- Heritage Conservation – local trust committees and island municipalities can establish heritage conservations areas along the shoreline to protect identified heritage features.
- Screening - local trust committees and island municipalities can require screening on the upland to protect environmental sensitive areas, such as an identified sensitive shoreline.
- Drainage and runoff – local trust committees and island municipalities can regulate drainage and runoff on upland properties and mitigate impacts of the runoff on the foreshore.
- Tree cutting in relation to areas affected by hazards, such as land slip - local trust committees and island municipalities could establish tree cutting bylaws in upland areas known to be a hazard as a means of preventing erosion and landslips onto the foreshore.
- Restrictive covenants – local trust committee and island municipalities can use covenants to restrict uses along the upland to protect the foreshore. As these are agreements, the landowner at the time of signing would need to be in agreement with

the terms of the covenant that would then run with land title. These covenants are typically used during a rezoning for things that cannot be controlled through the zoning authority.

Trust Fund Board Protection Tools:

Trust Fund Board can protect the areas upland from shorelines with conservation covenants and through direct ownership.

- Conservation covenants are voluntary agreements placed on the title of a property, binding future owners to the agreed terms.
- The Natural Area Protection Tax Exemption Program (NAPTEP) provides landowners with an annual 65% exemption on the property taxes for the portion of their property protected with a voluntary NAPTEP covenant.
- The Trust Fund Board can acquire nature reserves in a number of ways. Outright purchase is usually impractical due to the price of land in the Trust Area so residents are encouraged to consider donations of their land. There are a number of donation methods available including fee-simple donations, donation of a subdivided lot, life estate, bequest and bargain sale.

Roles and Responsibilities of Islands Trust bodies regarding marine protection

December 2016

Responsibility	Role	Current Capacity	Comments
Trust Council / EC	After First Nations and Public Engagement, develop and adopt Policy Statement policies in support of marine protection	LOW	Council could amend Policy Statement to include new marine-related prohibitions/directive policies.
	Selecting which projects to fund	HIGH	Council could say it prioritizes marine-related LTC and TAS projects
	Develop toolkits/model bylaws re marine	MED	Already on LPC work program
	Funding mapping to enhance the effectiveness of regulatory tools and education initiatives	MED	More funding would increase capacity
	Funding of enforcement action against local land-use bylaw violations that threaten marine health (e.g. seawall, foreshore structures).	LOW	More funding and changes to staff resources/functions would increase capacity
	Directly conserve heritage properties that support healthy marine processes and cultural/archaeological resources	LOW	Trust Council already owns one property (Denman school). Strategic Plan changes, more funding and changes to staff resources/ functions would increase capacity
	Funding of Trust Fund Board for conserving terrestrial areas that support healthy marine processes and cultural/archaeological resources	MED	More funding would increase capacity
	Educating landowners, island residents and development professionals about actions they can take to protect the marine environment.	LOW	Strategic Plan changes, more funding and changes to staff resources/functions would increase capacity
	Advocating to other levels of government and businesses to place priority on the side of protection for Trust Area ecosystems. (e.g. re shipping)	HIGH	Already within EC scope and achievable if made high priority
	Cooperatively working with other levels of government and businesses to develop initiatives that reduce threats to the marine environment (e.g.	LOW	Changes to staff resources/functions would increase capacity

	derelict vessels, aquaculture)		
LTC/ Island Municipality	Adopting of OCPs and bylaws in support of marine protection	HIGH	More funding and changes to staff resources/functions would increase capacity. Local trust committees and island municipalities could make marine topics a higher priority
	Set work programs priorities that focus on marine issues	HIGH	Already within LTC scope if they choose to prioritize
	Cooperatively working with other levels of government and businesses to develop initiatives that reduce threats to the marine environment. (e.g. Participation in local processes Howe Sound Community forum, Saanich Inlet Roundtable, Baynes Sound)	MED	Deeper levels of engagement would require more funding and changes to staff resources/functions
Trust Fund Board	Assist all staff to use ecosystem mapping to enhance the effectiveness of regulatory tools and education initiatives	HIGH	Current emphasis is on orienting new staff as they arrive
	Conserving terrestrial areas that support healthy marine processes	MED	Regional Conservation Plan sets priorities for acquisitions and covenants. More funding would enable more focus on protection for marine processes
	Educating landowners, island residents and development professionals about actions they can take to protect the marine environment (e.g. workshops and targeted landowner contact)	LOW	Strategic Plan changes, more funding and changes to staff resources/functions would increase capacity
Staff	Service delivery on all of the above	MED	More staff resources, more funding and/or fewer Council priorities would increase capacity for addressing marine issues that require cooperative actions developed through trusting relationships.

	Staff training and orientation on best practice for addressing marine issues	MED	Training and orientation on topics such as processing foreshore-related applications, promoting Green Shores concepts, cooperating with others, has not been a priority. Changes to staff resources/functions would increase capacity.
	Staff procedures	MED	Has not been a priority. Changes to staff resources/functions would increase capacity.

Update on First Nations Marine Priorities in the Trust Area

Stage 1: An Analysis of Previously Stated FN Priorities

Executive Summary:

Each of the 37 First Nations that have asserted Aboriginal rights and title in the Trust Area have extremely strong ties to the marine environment and have been the marine stewards for this region for millennia. Since occupation by non-Aboriginal in the 19th century and throughout a century of sustained government policies to eliminate and minimize their connection to this territory, these First Nations have not lost their traditional knowledge on marine stewardship.

As Islands Trust moves into a new respectful relationship with First Nations in the Trust Area, we need to first consider what marine protection priorities these First Nations have already articulated publically. Although many Nations hold their marine use plans confidential, others have generously shared their marine priorities on the internet to help other Canadians understand their Indigenous perspectives on the marine environment.

There are extraordinarily common themes that run throughout First Nations marine use plans and we can safely assume that those First Nations who hold their marine priorities confidential may also hold these issues as priority:

- Traditional use of marine resources is not only a top priority but it is seen as a resurgence of a culture long-oppressed, and a healing activity for members
- Language and place names associated with the marine environment are more than just geographic identifiers; the Indigenous names of places and marine resources are seen as connecting First Nations members to their ancestors and their personal identity in the marine environment
- Although they are governed by Indigenous law principles of marine protection such as sharing, balance, mutual aid and reciprocity, they want to address the injustice of not having the marine resources shared with them from the current users (residents, visitors, industry, etc.)

Tsawout Marine Use Study 2015

“This study provides a snapshot, however incomplete, of Tsawout members’ use of the Salish Sea for the purposes of fishing, gathering, hunting, and other harvesting, travelling, and exercise of their Douglas Treaty rights – especially in areas that may be affected by the Project. It identifies specific areas that are intensively used, and preferred locations for harvesting and exercising Treaty rights. For the purposes of the study the term “subsistence” is understood to capture the networks, relationships, and values involved in the harvest, process, distribution, and consumption of resources as well as their meaning or evaluation within Tsawout’s cultural order.”

K'omoks Marine use Plan 2012 –

“The sooner we understand and practice the fundamental values and teachings of our ancestors the sooner the marine environment will once again sustain our people. The values and teaching that have been passed down and are important in our marine plan include:

- *Honouring the Creator...*
- *Protocol...*
- *Respect...*
- *Balance...*
- *Working together...*
- *Sharing...*
- *Stewardship...”*

Nanwakalas Council and the North Vancouver Island Marine 2015

“The purpose of the North Vancouver Island (NVI) Marine Plan (the Plan) is to provide spatial and nonspatial recommendations for achieving ecosystem-based marine management that maintains social and cultural wellbeing and economic development based on healthy ecosystems within the Plan Area over the long term. The Plan includes recommendations for developing and maintaining resilient marine ecosystems and sustainable economies for NVI communities. It focuses on providing direction for managing marine areas, uses and activities within provincial government jurisdiction. “

Howe Sound: Squamish Nation

From the November 2016 Squamish Nation Newsletter:

“Woodfibre LNG will provide funding to SN to develop a SN Marine Use Plan to analyze the cumulative impacts of Industrial projects in the Howe Sound.”

In the Footsteps of Our Ancestors: Interim Strategic Land Plan for the Hul'qumi'num Core Traditional Territory, 2005

“Inter-tidal and marine resources are highly important to Hul'qumi'num people. Beach and foreshore foods such as cockles, clams, mussels, oysters, and crabs are used for food, social, ceremonial, and trade purposes. Today, the use of (and benefit from) these marine resources are challenged by issues related to contamination and access.

Most beaches in HTG territory are polluted and closed to harvesting of most or all foreshore resources by the federal Department of Fisheries and Oceans. These closures are a result of contamination by a wide array of sources including: leaky septic systems, farm and urban runoff, sewage outfall, and Pulp and paper mill effluent. There are currently five areas of shellfish harvesting closures in HTG territory, two areas are closed to all shellfish and three are closed only to particular shellfish. Contamination also diminishes the potential of economic benefit from foreshore resources. The process of cleaning

contaminated shellfish products raises costs and creates marginal returns for all but the most high volume producers.”

Malahat Community Notice: April 2014

“Phase I of the Marine Use Plan is now available to review. Please contact Robert Sagmeister at robert.sagmeister@malahatnation.com or come into the Administration office to talk with him and review the Plan.”

To: Islands Trust Council **For the Meeting of:** March 14-16, 2017
From: Trust Programs Committee **Date:** February 20, 2017

SUBJECT: ISLANDS TRUST COMMUNITY STEWARDSHIP AWARDS

DESCRIPTION OF ISSUE:

This year will be the 15th Islands Trust's annual awards program designed to recognize individuals and organizations that are pursuing actions in the islands that have made a significant contribution towards the object of the Islands Trust. This briefing is to advise Trust Council of the tasks currently underway to deliver the 2017 awards program.

BACKGROUND:

- The purpose of the Community Stewardship Awards (CSA) program is to recognize and encourage the actions of individuals and organizations that support the mandate of the Islands Trust.
- Since its inception in 2002, 76 awards have been given to individuals and organizations across the entire Trust Area. Nominated and award-winning projects have addressed a wide range of issues including: land, water and marine conservation, agriculture, wildlife rescue and rehabilitation, community news publication, and the compilation and management of community records.
- Trust Programs Committee is responsible for reviewing CSA nominations in May and recommending award recipients to Trust Council in June.
- Administration of the CSA program is established in [Community Stewardship Awards Program policy](#) (2.1xi). Trust Council amended this policy in December 2016 by adding two new criteria:
 - time and effort
 - ongoing public service

Proposed Awards Timeline and Process

February:	Announce award program (news release with broad distribution to media and potential nominators, notice board posters, web page information, etc.).
March:	Provide posters to trustees for local promotion.
Mid-April:	Close of nominations, followed by initial staff screening of nominations for eligibility.
Late-April	All nominees will receive a letter from the Chair.
Mid-April to Early May	Staff develop profiles of each nomination in consultation with nominee and nominator and post to website with news release.
Late April:	Staff seek input on nominations from local trustees.
Late April:	Nominations forwarded to Trust Programs Committee members for consideration.
May:	Trust Programs Committee reviews nominations and forwards recommendations to Trust Council. Nominees are assessed according to the following criteria: relationship of project or work to the Islands Trust Policy Statement, benefits to the community or Trust Area, collaboration with others, innovation, and community support.
June:	Trust Council decision regarding awards and award recipients notified.
June:	News release issued and names of recipients posted to website.
Aug:	If needed, Trust Programs Committee review of the program and process.
Fall:	Awards presentations at local trust committee or island municipality meetings. Each award recipient is presented with an award and a letter of congratulations from the Trust Council Chair. In previous years, recipients have been honoured at a special event arranged by local trustees, where family, friends, interested community members, local media and others are present. Guidelines for arranging a Community Stewardship Award event (either special or during a regularly scheduled meeting) will be provided to the relevant trustees and staff after Trust Council decides on the recipients.

Budget and Resources

- The cost for each award will not exceed \$100.
- Local trust committees may use up to \$100 from their local trust committee budgets to cover the costs of a public presentation ceremony.
- Trust Area Services staff provide support to the Trust Programs Committee in implementing the awards program, which can require up to two weeks of staff time spread over five months.

ATTACHMENT: Community Stewardship Award Program Overview - 2002-2015.

FOLLOW-UP: Staff will administer the 2017 Community Stewardship Award program as directed by policy / Trust Program Committee.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Trust Programs Committee, February 20, 2017
Russ Hotsenpiller, Chief Administrative Officer

To: Trust Council **For the Meeting of:** March 14-16, 2017

From: Executive Committee **Date prepared:** February 21, 2017

SUBJECT: ISLANDS TRUST VISUAL IDENTITY

DESCRIPTION OF ISSUE:

Following a staff-led process to develop a new visual identity for Islands Trust, the Executive Committee has approved new Islands Trust visual identity elements. Consistent use of the new fonts, colours and photography recommendations in all Islands Trust publications and other materials will allow the Islands Trust to reliably present a unified, modern and professional look.

The selected visual identity elements reflect the Islands Trust's strong environmental, community and cultural values and will ensure the Islands Trust's materials are easily identified and distinguished from other government organizations. A strong visual identity will assist the Islands Trust in raising its public and community profile, an element of the Strategic Plan, and a consistent area of endeavour for the organization.

BACKGROUND:

- While the Islands Trust has a recognizable logo as part of its visual identity, materials produced by Islands Trust do not have a uniform look and feel.
- The Islands Trust does not have a central or dedicated graphic design resource. Staff (mostly planners) produce materials without design expertise or hire various designers without an established set of design guidelines.
 - This approach increases staff time to re-create publications for each project, creates disparity in the appearance of Islands Trust materials, and results in lack of recognition and, therefore visibility, of Islands Trust's publications.
- In 2014, a group of employees (communications advisory group) with an aim to help improve the image of the organization identified that increased consistency in the look of publications would enhance the Islands Trust's image. The group worked with a graphic designer to develop templates for some the most commonly produced publications such as brochures, fact sheets and public hearing notices (see below).



- Staff reported difficulty and frustration using the templates and found they were spending extra time trying to fit content within a rigid format, or found the colours and designs “dull” and “uninspiring.” Eventually, most staff abandoned the templates or found workarounds.
- Lessons learned from this past experience are that in order for implementation of required design elements to be successful, any design guide needs to be:
 - Flexible;
 - Easy to use;
 - Universally adopted; and,
 - Championed by Trust Council, Executive Committee and management.
- Communications Policy 6.10.2 and EC Terms of Reference 2.4.i (6.2) hold the Executive Committee responsible for effective public relations through targeted communications efforts. The Visual Identity program supports the Executive Committee in this role.
- On March 1, 2017, the Executive Committee approved 1 principle new Islands Trust visual identity elements - colour palette and typography (font and style), photography recommendations.
- A next step is for staff to work with a contractor to prepare a set of design guidelines for the Executive Committee’s approval. The guidelines will provide flexibility within a well-defined framework to:
 - Save time and money (not re-inventing the wheel for every project).
 - Provide consistent standards and streamline process for employees and contractors (remove guesswork).
 - Help the public immediately identify and distinguish Islands Trust communications products.
 - Provide Islands Trust offices and LTCs across the islands with a unified sense of belonging to one federation with shared values.

ATTACHMENT: None. A handout will be available at Trust Council.

FOLLOW-UP:

- A comprehensive visual identity guide will be developed, which will provide direction for producing public-facing visual communications products and will become part of contracts for vendors undertaking graphic design on behalf of the Islands Trust.
- The Visual Identity program guide will become part of the Islands Trust operations manual, employee orientation and will be provided to external contractors when designing visual communications on behalf of Islands Trust.
- Although outside the scope of the initial project charter, staff will also develop a plan for integrating the visual identity elements into non-publication materials (e.g. agenda package documents, website, e-mails).
- While the Islands Trust establishes its visual identity, the logo will continue to provide easy recognition of communications materials. Once the proposed visual identity program is rolled-out and established, staff will consider the need for a Phase 2 to review other elements, including the logo.

Prepared By: Pamela Hafey, Communications Specialist, February 21, 2017

Reviewed By/Date: Executive Committee/March 1, 2017
 Clare Frater, Director, Trust Area Services, Feb 21, 2017
 Russ Hotsenpiller, Chief Administrative Officer, Feb 22, 2017



March 2017 Islands Trust Council

Delegations and Town Hall Session

2:00 p.m. – 3:00 p.m., Wednesday, March 15, 2017

Chair: Peter Luckham, Chair, Islands Trust Council

- 1. Association for Denman Island Marine Stewards re March 2 Herring Celebration and Dialogue**
- 2. Salish Sea Trust re Salish Sea World Heritage Site proposal**
- 3. Gulf Island Alliance**
- 4. Jacinthe Eastick re Subdivision and Density**
- 5. Gisele Rudischer re density limits in OCPs in relation to the Islands Trust Policy Statement**

From: Dorrance` Woodward [<mailto:dorrancewoodward@gmail.com>]
Sent: Friday, February 03, 2017 2:20 PM
To: Jas Chonk; bcmills45@gmail.com
Subject: request to present at Trust Council Mtg. Mar 14

Hi Jas,

I am writing on behalf of the Association for Denman Island Marine Stewards to request an opportunity to make a standard (10min) presentation sometime during the Trust Council's meeting on March 14.

I called the northern office, and they confirmed you would be the appropriate person to respond to our request. I hope so - but if not please forward this to the correct staff member.

We have made a number of presentations before regarding marine issues. This time we wish to report to the Trust as a whole about our March 2 Herring Celebration and Dialogue. To understand why we want to speak, let me give a bit of background.

ADIMS has been looking for specific strategies to better protect our local waters, and in this year when both the Environmental Assessment Act and the Fisheries Act are being revised, we decided to focus on possible actions at the federal level. We have invited our local MP, Gord Johns, Fin Donnelly, the vice chair of the Standing Committee on Fisheries and Oceans, scientists who are experts on herring and ecotoxicology, a environmental lawyer with expertise in the Fisheries Act, NGOs working for greater marine protections for our coast and members of the K'omoks First Nation Watchmen. Our local trustees are planning to attend as well.

Given this intention, we believe we will have very interesting outcomes and information to share with all Trustees, and that our event may be a useful model for others within the Trust.

I look forward to hearing from you.

With many thanks,

Dorrie Woodward
co-chair, ADIMS
250 335 3288



The SalishSea

...World Heritage Site Campaign

"We commend our governing neighbours in the success of bringing our water bodies together under one name, the Salish Sea. In 2010, we had an official naming ceremony in the Songees Long House to ratify the naming of the sea.

We believe the new name is a symbol of the international message to the World. It demonstrates the importance for all governing bodies of recognizing the connectivity of the ecosystems and the awareness that pollution doesn't recognize political boundaries. The naming of the Salish Sea is a positive move toward future collaboration of policy and science to address issues in an ecosystem that is so vital to the sustainability of all of our life ways."

*- Coast Salish Gathering, May 26 – 28, 2015;
Hosted by Swinomish Indian Tribal Community
and Coast Salish Gathering Steering Cttee.*

March 3, 2017

To: Mr. Peter Luckham, & Council
Islands Trust

Re: Salish Sea World Heritage Site Application

Dear Mr Luckham and Council,

As you know Prime Minister Trudeau invited applications by Canadians last August, for the prestigious World Heritage Site recognition through the United Nations Educational, Scientific and Cultural Organization.

You may also know that our application was submitted to Parks Canada in late January, and we're hopeful that it could lead to UNESCO considering the Salish Sea as a World Heritage Site.

The Salish Sea is an ecological, cultural, and economic region with global significance.

World Heritage sites are exceptional places around the world that help protect such areas as the common heritage of humankind, recognizing their Outstanding Universal Value. We believe the Salish Sea deserves recognition as a UNESCO World Heritage Site.

We have raised the potential benefits to you previously with regard to protective measures for natural, marine and cultural values. And the Islands Trust is fully aware of the land/water interface and the need for balance that can meet the needs of residents and businesses while ensuring that the quality of life and foundation for such is kept in place.

Salish Sea Trust, Box 333, Cedar, B.C., V9X 1W1
250.722.3444, <SalishSeaTrust@shaw.ca> (www.salishseatrust.ca)

These are all things a World Heritage Site would help to achieve and put in place, for all humanity, for all time.

We believe this proposal will assist and support and benefit the Islands Trust, and all who live and are considered within the archipelago which the Islands Trust oversees and stewards.

So too will the US and Puget Sound rehabilitation measures be furthered - with opportunity to be included at a later date should we be successful in our application for Canadian waters. (summary attached)

And of course we are hopeful that the need to protect the environment and coast, First Nation interests and economic benefits for BC and Canada, can all be addressed within the goals and mandate of a Salish Sea World Heritage Site.

We are working to help build a foundation for cultural and natural heritage protection which will result in jobs and economic returns, renewing meaningful consultation opportunities as well as cooperation across sectors and interests.

With both provincial and federal government leaders emphasizing the need for economic and environmental solutions, and the need growing for long-lasting benefits and employment in BC's southern coast, we look at a Salish Sea World Heritage Site as a major economic driver and world-wide attraction for south-western British Columbia.

Just last month, the Governor of Washington, Jay Inslee, raised the prospect of strengthening economic ties with B.C. And along with a good economic plan for our shared region there is also an acknowledgement of the need for health and protection measures that need to be put in place for the Salish Sea.

In this regard the Salish Sea Trust, along with partner SeaLegacy, are in the process of contacting all sectors with economic, heritage and sustainable development interest in the Salish Sea and region. Letters have been sent out to MPs, MLAs and local governments throughout British Columbia. At the same time interest in, and support for the economic and environmental benefits of the proposed Salish Sea World Heritage Site is growing.

The business model for World Heritage Sites is as strong as the cultural and natural protections they provide. There are over 1000 World Heritage Sites around the globe, and the boost for local and regional economies is a major reason for seeking the UNESCO designation.

UNESCO has increasingly emphasized their wish to address sustainable development, and as you will see in our application sustainable development is a central theme - our Salish Sea application specifically addressing the significant cultural and natural assets which readily contribute to economic and sustainable development opportunities here.

We also understand and respect the standards set by the *United Nations' Declaration on the Rights of Indigenous Peoples*, endorsed by Canada on November 12 2010, which the Federal Government under Prime Minister Trudeau has committed to fully implement:

...Indigenous peoples have the right to maintain and strengthen their distinctive spiritual relationship with their traditionally owned or otherwise occupied and used lands, territories, waters and coastal seas and other resources and to uphold their responsibilities to future generations in this regard. (Article 25)

...Indigenous peoples have the right to determine and develop priorities and strategies for the development or use of their lands or territories and other resources. (Article 32:1)

And so we have been approaching First Nations and their leaders, aware of such rights, and with the cultural, ecological and social vulnerabilities of the Salish Sea in mind.

To date we have been following the federal/provincial process which was set-up for engagement of the public and First Nations when proceeding with the southern Gulf Island National Marine Conservation Area Reserve, as outlined in the boundary announcement of 2011. And we are pleased to say that we just received verification from Parks Canada this week, that this is the appropriate process.

and that the Naut'sa mawt Tribal Council should be engaged. We have done so since September, along with many other First Nation and indigenous representatives,

With this in mind we have been regularly in touch with various members of the Naut'sa mawt Tribal Council since September, as well as with other First Nations and indigenous representatives with interest in the Salish Sea. And in fact had a short introductory note to our application published in the Naut'sa mawt Tribal Council 'Salish Sea Sentinel' of November. Our outreach has been undertaken with the intention of ensuring that recognition of a Salish Sea World Heritage Site would be in the interest of indigenous and first peoples of the Salish Sea, and have their support.

I'm also pleased to let you know that Don Bain, executive director to the UBCIC, forwarded our letter, which was sent to several Grand Chiefs, including Grand Chief Stewart Philip, as recommended to us by the AFN in January. Early this week we received an invitation to meet with Chief Underwood of the Tsawout First Nation in late March to discuss the World Heritage Site proposal.

Our suggestion at that meeting will be that there is good reason to suggest that options integral to World Heritage Site recognition could further UNDRIP, UNESCO and UNCED goals, while advancing the rights and interests of First Nations of the Salish Sea. We believe the political will may be in place given the encouragement for reconciliation and healing, as well as the need to address the Douglas Treaties, the Ocean Protection Plan and decisions surrounding the KM pipeline. We also believe there may be interest and support for a precedent that combines an "Indigenous Protected Area" with a UNESCO World Heritage Site.

In all respects then our overtures to all sectors and interests reflect the recommendations suggested by Parks Canada, and we believe do justice to the interests of all who live here. We are looking forward to providing a summary of the exchanges and interest expressed in late April, to accompany our application to Parks Canada - and would be happy to provide a copy to the Islands Trust also.

We do not wish to over-stay our welcome with this overview - but do wish to let you know that the new website of the Salish Sea Trust and SeaLegacy is helping to provide information on the World Heritage Site application for the Salish Sea. We are also inviting support letters which will be submitted by April 30th to accompany the proposal, WeAreTheSalishSea.eco

And we would be pleased to answer any questions the Islands Trust may have when we attend the March 15th meeting on Gabriola Island.

regards,

Laurie Gourlay
Interim Director, Salish Sea Trust

*Salish Sea Trust, Box 333, Cedar, B.C., V9X 1W1
250.722.3444, <salishseatrust@shaw.ca> (www.salishseatrust.ca)*

Summary of Application, Submitted for consideration of the Salish Sea to Canada's World Heritage Site Tentative List

Canada's Tentative List for World Heritage Sites Application Form

Please use Parks Canada's [Information Document – Updating Canada's Tentative List for World Heritage Sites](#) as a reference in the completion of this application form.

**Print, sign and send your application to:
tentativelist@pc.gc.ca by January 27, 2017**

PART A – APPLICANT INFORMATION

Name	Laurie Gourlay
Title and Organization (if applicable)	Interim Director, Salish Sea Trust
Mailing Address	Box 333, Cedar, B.C., V9X 1W1
Email	salishseatrust@shaw.ca
Telephone	250 722-3444

PART B – SITE INFORMATION

Site name	Salish Sea, Canada
Location / Address	The North Salish Sea, Canadian Waters Inner ocean between Vancouver Island & mainland B.C. - Strait of Georgia & Strait of Juan de Fuca
Geographic coordinates (latitude & longitude or UTM)	IBA - English Bay & Burrard Inlet - Vancouver, B.C. Latitude 49.322° N; Longitude 123.057° W; Salish Sea

PART C – HERITAGE VALUES FOR WHICH THE SITE IS PROPOSED

Section 2 – Description and History

Section 2A – Description of Site (maximum 200 words)

Provide a brief description of the proposed site, including its main heritage features and relevant geographic characteristics. The main focus should be on those features which are relevant to its Outstanding Universal Value.

A unique inner ocean surrounding an archipelago of islands, between British Columbia's mainland and Vancouver Island, the shores and waters now known as the Salish Sea have been home to the Coast Salish for ten thousand years.

Rich in biodiversity its marine ecosystems support 3000 species, with humpback whales returning and resident orca pods among its higher orders. Surrounded by snow-capped mountains, estuaries brimming with new life, the songs and birds of two continents humour one and all in this Pacific flyway. A living heritage, the sacred and spiritual customs and traditions are strong, a renewed pride and sense of place among the First Nations sharing these coastal waters. Breathe in the ocean air, listen to waves rippling through sandy beaches, carving out rocky headlands. Watch the ebb and flow of kelp beds and flotsam adrift in the tidal flush from the outer reaches of the Pacific Ocean. Recognize a Canadian identity being shaped by the bounty of nature and the promise of a community of communities. The history, culture and nature of the Salish Sea and its peoples offer us insight into sustainability, the beginnings of great nations, and an inherent local promise in the world's common future.	
Section 2B – History and Development of the Site (maximum 200 words) Provide a brief history of the proposed site, including significant events and the development of its major heritage features.	
The Salish Sea was named in 2010, in honour of the Coast Salish peoples who have inhabited these ocean waters since the last ice age. The sea provided sustenance, safe passage, trading as well as migratory routes along the west coast. Customs and traditions, spiritual beliefs and stewardship principles nurtured and guided harvesting, ceremonies, and a community of practice. Drawn from the generous bounty of the earth a spiritual culture took shape, the natural world and ways of the salmon and wildlife recorded in elaborate carvings, totem poles, dugout canoes and the craftsmanship of Coast Salish art, masks and clothing. Gazing over the Salish Sea it is easy to imagine the First Peoples watching as outposts and colonies of European settlement took shape. Coal Tyee's paddle to Victoria, with a canoe full of coal, greatly increasing western interests, investment, exploration and development throughout the region. Introduced diseases led to the decline of indigenous population and culture, furthered by assimilation policies, the banning of potlatches, and residential schools removing children from their communities. As Courts uphold their rights however, Canada's promise of 'reconciliation and healing' finds First Nation culture and pride again highlighting nature's	

protection, and sustainability's allure regaining prominence.								
Section 3 – Proposed Outstanding Universal Value (OUV)								
Section 3A – Justification for adding the Site to Canada’s Tentative List Propose why the site may have Outstanding Universal Value. OUV encapsulates why the site is of importance to all humanity. The description should summarize the main attributes which demonstrate the site’s OUV. It should be written with careful reference to the <i>Operational Guidelines for the Implementation of the World Heritage Convention</i>. (maximum of 200 words)		49-53						
Formed epoch's ago, when drifting land masses collided with the North American continent, tectonic forces of the San Juan fault formed a trough, an inner sea that ocean tides poured into, nutrients mixing with massive freshwater and biomass flows of the mighty Fraser River, and hundreds of streams and creeks from the surrounding coastal mountain range. Feeding the salmon, estuaries and wetland reaches of significant bird and wildlife sanctuaries the Salish Sea's superlative ecosystems offer outstanding biodiversity within scenes of astonishing beauty, inspiring and humbling, a masterpiece of creation. The Salish Sea's spiritual values find a home here in the Coast Salish art, customs and beliefs integrated throughout their way of life. A civilization of the ages, steeped in legend and stories, song and dance, potlatches of giving, and a never-ending bounty of nature, ten thousand years in the making. Met these past two centuries by a European predisposition of dominion over nature. Worlds of heritage, cultural and natural interplay, an intersection of western civilization and indigenous peoples, evident and in transition in the Salish Sea. The Salish Sea embodies this iconic Canadian identity, defining and describing an evolving relationship between people and nature, across a great divide of cultures.								
Section 3B – Proposed Outstanding Universal Value by criteria State which one or more of the 10 criteria for Outstanding Universal Value are being proposed for this site and describe briefly why each was chosen. <i>*Refer to Parks Canada’s Information Document – Updating Canada’s Tentative List for World Heritage Sites or the Operational Guidelines for the definition of each criterion.</i>		77-78						
<table border="1"> <thead> <tr> <th><u>World Heritage criterion</u></th><th><u>X</u></th><th><u>Why was this criterion chosen? (max 50 words)</u></th></tr> </thead> <tbody> <tr> <td>(v)</td><td>X</td><td>The Salish Sea was named recently in honour of the Coast Salish peoples, who have inhabited the region and ocean</td></tr> </tbody> </table>	<u>World Heritage criterion</u>	<u>X</u>	<u>Why was this criterion chosen? (max 50 words)</u>	(v)	X	The Salish Sea was named recently in honour of the Coast Salish peoples, who have inhabited the region and ocean		
<u>World Heritage criterion</u>	<u>X</u>	<u>Why was this criterion chosen? (max 50 words)</u>						
(v)	X	The Salish Sea was named recently in honour of the Coast Salish peoples, who have inhabited the region and ocean						

		waters for 10,000 years. An ancient culture with spiritual practices based on a relationship with the land and waters the people, communities, art and goods reflect their bonds with nature.	
(vi)	X	Shaped by nature the Coast Salish exemplify a culture in equilibrium for millennium. Those of European descent instituted a philosophy and practice of dominion over nature. As one culture shifts to embrace development, the other seeks sustainability. The balance offers potential and promise in a changing and challenging world.	
(vii)	X	The Salmon Capital of the World, 3000 species in a unique inner ocean, hemmed by the Cascade volcanic arc and Vancouver Island Coastal mountains, the massive freshwater rush from the Fraser river mixes with the Pacific's tidal pulse, sweeping daily throughout the Salish Sea's archipelago of islands, inlets and fjords.	
Section 3C – Authenticity of the site (*for cultural criteria only) Describe the authenticity of the site. Authenticity concerns the measure of how well and how truthfully a site's features express potential OUV. (maximum of 100 words)			79-86
The Coast Salish are renewing their culture and practices, while recovering the means to determine and govern themselves, as unceded territories and settlements are negotiated. A renewed presence and confidence places Coast Salish central in planning and management of lands and waters of the Salish Sea. And ceremonies, gatherings and events continue to grow yearly. With renewed authority come responsibilities to address climate change, biodiversity and resource challenges evident in the Salish Sea's future. And all such matters are being looked at in partnership with the communities, governments and First Nations which share such responsibilities around the Salish Sea.			
Section 3D – Integrity of the site (for both cultural and natural criteria) Describe the integrity of the site. Integrity is a measure of the completeness or intactness of the features that convey proposed OUV. Key areas to consider are wholeness, adequate size, and absence of threats. (maximum of 100 words)			87-95

The OUV are met within the proscribed Canadian waters. The Salish Sea will continue to face similar challenges to ecosystem integrity as we see underway worldwide, but the increasing sustainable development 'ethic' bodes well for innovative and progressive solutions. The international boundary with the United States does not pose a difficulty as tidal waters disperse and flush regardless; and habitat is better, waters clearer, and biodiversity greater for Canada's northern half of the Salish Sea. Neither will migratory routes be affected for marine life. Coast Salish relationships across borders remain strong, with annual Gatherings and regular events shared.	
Section 3F –Identify whether the site addresses a particular gap or under-represented area or theme on the World Heritage List. <i>*Note this is not a requirement, but evidence that a site helps address a gap in the World Heritage List can help substantiate the relevance of your application.</i>	54-59
In terms of possible gaps that we are addressing with this Salish Sea WHS application: We are submitting a mixed cultural and natural TL application, specific to a coastal site - along the west coast of North America, where there is an under-representation of both WHS submissions and marine sites. Our application also addresses a living indigenous culture, offering a perspective and aspect of our Canadian identity, while being very pertinent to considerations for climate change. Within the UNESCO Global Strategy our application attends to matters of settlement, transportation and migration routes, as well as co-existence with nature. We also see substantial opportunity for a trans-boundary application to be advanced into the Puget Sound (US) side of the Salish Sea in the future, again in terms of a mixed cultural and natural marine site. And there may similarly be potential to expand in a 'serial' process, onto land represented by significant cultural sites that are linked to the Coast Salish in the Salish Sea basin; and/or to a representative site of the Cascade Volcanic Arc, part of the continental volcanic arc that extends through the adjacent mainland coastal mountain ridge. Should this latter interest generate sufficient support we would also be in touch with Ocean Networks at the University of Victoria, with respect to their Cascadia sub-duction zone monitoring of tectonic/vulcanism activity, relevant	

to the San Juan plate and fault off the outer Vancouver Island coast.	
<u>Section 5 – Protection and Management</u>	
Section 5A - Demonstrate how the property has adequate long-term legislative, regulatory, institutional and/or traditional protection. If protection measures are not currently in place, indicate what protection mechanism will be afforded the property in the near future, and include a supporting letter from the relevant authority. (maximum of 100 words)	98
The Minister of Transport publicly responded to such considerations in January... "The government is working with indigenous and coastal communities to develop and deliver measures that directly affect them and to protect sensitive areas such as the Salish Sea ¹⁰. Transport Canada is working with many other federal departments, including... to address plans for climate change, fisheries and aquaculture, and ensure the protection of coastal habitat and marine ecosystems. Through the Oceans Protection Plan, the federal government will set up a Coastal Restoration Fund (and) ...investments will be made in the preservation and restoration of vulnerable coastal marine ecosystems."	
Section 5D –List any community groups and/or major stakeholders with an interest in the site and provide a brief summary of their views regarding its proposed inclusion on the Tentative List. Summarize any discussions you’ve had with your provincial / territorial parks or heritage department regarding your application. (maximum of 200 words) <i>*Please annex any related letters of support (encouraged but not required). Information regarding community and stakeholder interest, including letters of support, can be submitted up until April 30, 2017.²⁴</i>	
In all our outreach we have generated interest and support. Not as much as we might have wished, but the holidays demanded many people's attention. We did get good returns on our investment however. We've met several times with representatives of approximately twenty civil society organizations, produced a Salish Sea WHS ppt and presented twice to the Islands Trust, and requested information from the manager of the proposed federal/provincial Southern Strait of Georgia NMCAR. Over the five months, since we started our outreach, we've sent three emails with background information to all Members of Parliament, and all B.C. Members of the Legislative Assembly - inviting support and advice.	

We've also distributed information through e-mail lists and press releases; and enjoyed discussions with Parks Canada and ICOMOS Canada representatives. And we established a Facebook page, Website and Twitter account to post related Salish Sea and WHS information; and produced a 40-page E-Booklet, free as a download, with the help of two National Geographic supporters and the ceo of a national writer's federation. Quite a few professionals have assisted. We have not however requested letters of support, knowing there is until the end of April to attach these to our submission.	

For further information, or a copy of the complete application, contact:

Salish Sea Trust, Box 333, Cedar, B.C., V9X 1W1
 250.722.3444, <salishseatrust@shaw.ca> (www.salishseatrust.ca)

Emma Restall

From: Salish Sea Trust <salishseatrust@shaw.ca>
Sent: Thursday, February 09, 2017 2:26 PM
To: Emma Restall
Subject: Islands Trust Council Mtg, & follow-up re. Salish Sea World Heritage Site proposal
Attachments: PRESS RELEASE, Salish Sea Could Be BC's next World Heritage Site, f9'16.docx

Hello Ms Restall,

We would like to again make a presentation to the Islands Trust Council with respect to support for our World Heritage Site proposal.

We expect to follow-up directly with Council members by email, but would like to make our interest known to make a presentation at the March Council meeting. At that time we would expect to provide an update on our outreach, and application - and if possible would like to try to actually show our ppt this time (our mistake in December!)

As you can please provide any information that we should be attending to in preparation of the meeting. FYI, I have attached a copy of our press release of today.

Thank you.

Laurie Gourlay
Interim Director

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Salish Sea Trust, Box 333, Cedar, B.C., V9X 1W1
250.722.3444, <salishseatrust@shaw.ca> (www.salishseatrust.ca)

----- Forwarded Message -----

Subject: Jas - revised version of Salish Sea ppt
Date: Fri, 2 Dec 2016 10:17:21 -0800
From: Salish Sea Trust <salishseatrust@shaw.ca>
To: Jas Chonk <jchonk@islandstrust.bc.ca>

Hello Jas,

Here is our revised version of the ppt, which I would like to have shown while making a presentation to Council on the 7th.

And just to be sure, could you also confirm that the meeting is on Saltspring.

Thank you.

Laurie Gourlay
Interim Director
Salish Sea Trust

--

Salish Sea Trust, Box 333, Cedar, B.C., V9X 1W1

250.722.3444, [<salishseatrust@shaw.ca>](mailto:salishseatrust@shaw.ca) (www.salishseatrust.ca)

FOR IMMEDIATE RELEASE

Salish Sea could be B.C.'s next World Heritage Site: one more thing to celebrate this BC Heritage week

Public has until Earth Day (April 22) to submit feedback on WHS proposal

February 9, 2017 (Cedar, B.C.) – A group of B.C. residents have a special contribution to make to B.C.'s Heritage Week celebrations: an application to make the Salish Sea a UNESCO World Heritage Site.

"The Salish Sea is a cornerstone of British Columbia's heritage," said Laurie Gourlay, director and founder of the Salish Sea Trust. "It is a living, breathing piece of our heritage. It simultaneously tells the story of our natural, cultural, and economic histories and, with the support of British Columbians, we can make sure it stays that way."

The Salish Sea Trust non-profit organization has partnered with Sea Legacy co-founders and National Geographic photojournalists Paul Nicklen and Cristina Mittermeier to rally public support for the application championing outstanding universal value that is the backyard of 3.5 million Canadians.

"Between now and Earth Day (April 22) we are inviting residents, neighbours, and friends of the Salish Sea to visit www.wearethesalishsea.eco to join us in expressing their admiration for this universal treasure," said Mittermeier over sat phone from Antarctica where she is on assignment for National Geographic. "Sign on to our call to designate the Salish Sea a World Heritage Site or, do one better and write your own letter. Every expression of support makes the application stronger."

Over the next three months the campaign to have the Salish Sea recognized as a World Heritage Site will be approaching local governments, service clubs, Chambers of Commerce, boating organizations and all sectors with an interest in the Salish Sea. Along with requesting letters of support, the campaign hopes to encourage a greater appreciation of the marine heritage which the west coast of Canada is once again discovering and taking great pride in.

"Any organization or individual interested in learning more about this initiative is invited to contact us as soon as possible," said Gourlay. "If you have questions, concerns, or want to get involved, please visit www.wearethesalishsea.eco to get in touch."

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For more information, to arrange interviews, or get imagery to support the copy, please contact Kait Burgan:

p. [250-816-0046](tel:250-816-0046)
e. kait@sealegacy.org

Emma Restall

From: Emma Restall
Sent: Monday, February 20, 2017 2:44 PM
To: Emma Restall
Subject: RE: Delegation request March Trust Council

From: Deborah Ferens [<mailto:debferens@shaw.ca>]
Sent: Monday, February 20, 2017 10:33 AM
To: Jas Chonk
Subject: Delegation request March Trust Council

Hi Jas,

The Gulf Islands Alliance (GIA) would like to request a spot for a delegation to the March 2017 Trust Council meeting on Gabriola Island. Once determined, we will advise you which GIA representative will be there as the delegate.

Many thanks,
Deborah Ferens
Board Member
Gulf Island Alliance

From: Jacinthe <pandje@shaw.ca>
Sent: Tuesday, February 21, 2017 10:45 AM
To: Emma Restall
Subject: Request to be a delegation at Trust Council

Dear Emma (Restall),

I wish to address Trust Council, as two delegations, at its March 2017 meeting on Gabriola Island.

I will be content to limit each presentation to 5 minutes.

1. Subdivision under the Strata Property Act
2. What is “density”?

Please confirm that you have received my request,

Yours truly,
Jacinthe (Eastick)

From: Gisele Rudischer <giselerudischer@gmail.com>
Sent: Tuesday, February 21, 2017 10:48 AM
To: Emma Restall
Subject: Presentation to March Trust Council

Name: Gisele Rudischer

Topic: Density



March 2017 Islands Trust Council

Archaeology Session

3:15 a.m. – 4:00 p.m., Wednesday, March 16, 2017

Purpose: This session will increase our awareness of how archaeology is a tool of land-use planning for identification and protection of places of historical value, will provide an overview of land-use planning available to Local Trust Committees and a discussion of challenges and common dilemmas within the Trust Area.

Resources: Russ Hotsenpiller, Chief Administrative Officer
David Marlor, Director of Local Planning Services
Fiona McRaid, Senior Intergovernmental Policy Advisor

TIME	TOPIC	WHO
3:15 -3:30	Provincial Archeological Site Protection	CAO Russ Hotsenpiller
3:30-3:45	Local Planning Tools for Protection of Archeological Sites	David Marlor, Director of Local Planning
3:45-3:55	The Unique Challenges of Identifying and Preserving Historical Places in the Trust Area Whose history is it? To be neutral and professional in the use of land-use tools for identifying and preserving places of historical value, LTCs need be cautious in assigning history to specific First Nations. This requires effort in gaining specific knowledge about local First Nations, their weight of claim within the Trust Area, how that intersects with other interests, underlying assumptions of historical places and processes that ensure the greatest level of neutrality possible for Islands Trust.	Fiona MacRaid, Senior Intergovernmental Policy Advisor
3:55-4:00	Questions	All

Staff recognizes that archaeology within the Trust Area is a vast and important topic that requires the development of knowledge, history, professional expertise and issue identification, to name but a few elements. Accordingly it is recommended that this session be regarded as an introductory session primarily focusing upon local government tools and senior legislation. It is recommended that a subsequent session be added to the continuous learning plan to delve deeper into specific case studies and issues of relevance to Trustees.



March 2017 Islands Trust Council

Role of the Trustee

9:15 am, Thursday March 16, 2017

Purpose: To review best practises and legislative responsibilities regarding the role of the Trustee in relation to the legislative process, constituents and the Islands Trust.

Resources: Russ Hotsenpillner, Chief Administrative Officer

TIME	TOPIC	WHO
9:00 -10:00	A presentation will be provided reviewing the role of local government elected officials in order to initiate a general discussion amongst Trust Council. As Trustees are at a midpoint in the 2014-2018 term, it would be useful to revisit orientation material originally provided at the start of term and to review current policy on local decision making.	CAO Russ Hotsenpillner

As background material to the session, the following reference item has been provided:

Attachments:

1. Trust Council Policy 5.4.ii: Procedural Fairness

5.4.ii. Guidelines

PROCEDURAL FAIRNESS IN REZONINGS

Trust Council: September 25, 1993

Amended: December 11, 1993; December 9, 2009

A: PURPOSE:

1. To observe a high standard of procedural fairness when local trust committees (LTCs) consider decisions to change the zoning of land.

B: REFERENCES:

- a. *Local Government Act*
- b. Trust Council Policy 7.1.i – Administrative Fairness Principles
- c. Trust Council Policy 7.1.ii – Handling of Administrative Fairness Complaints
- d. Buholzer, W. *BC Planning Law and Practice*. Published by Butterworths, in association with the Planning Institute of BC

C: BACKGROUND:

1. As the sole body responsible for land use planning and regulation in a local trust area, LTCs make decisions about land use zoning that have significant and lasting impacts on their communities and on the interests of individual property owners.
2. There is no appeal from an LTC's decision in such matters, provided it has been made fairly and legally.
3. Local governments, such as LTCs, have a duty of procedural and administrative fairness when making decisions that affect the rights, privileges or interests of an individual.
4. The rules of procedural fairness and natural justice that are recognized in administrative case law are:
 - i. the '**hearing rule**' that indicates that those affected by a decision have a right:
 - to be notified about a decision-making process,
 - to review information that will be considered, and
 - to be heard and to respond to information that will be considered.
 - ii. the '**impartiality rule**', which indicates that decisions-makers must be free of actual or apparent bias and conflicts of interest regarding decisions.
5. To ensure a minimum level of procedural fairness, the *Local Government Act* requires local governments to follow specific procedures during the consideration and adoption of bylaws that prescribe zoning regulations. The *Act* specifies

minimum requirements for public hearings and for the forms of notices that local governments must issue in advance of public hearings.

6. The level of procedural fairness implied by procedures specified in the *Local Government Act* has been augmented over the years by administrative case law that has introduced higher standards. Court decisions have indicated that local governments should strive to meet a high standard of procedural fairness in their decision-making.
7. Evidenced-based decision making and good communication with the parties affected by a decision are also important practices that can help to ensure that processes are fair and seen to be fair.
8. These guidelines are intended to identify some best practices for local trust committees (including a quorum of a local trust committee), individual trustees and staff and to illustrate how they can achieve a high standard of administrative fairness in LTC decision-making processes, particularly regarding zoning changes. The guidelines are organized according to two 'rules' of natural justice noted above, with the addition of two sections that include best practices for evidence-based decision-making and communication.

D: GUIDELINES:

1. THE HEARING RULE

Right to be Notified

Before an LTC makes a decision about a zoning change, those whose interests may be affected (i.e. applicant, neighbours, community groups, others whose interests may be affected) must be notified about the decision-making process in accordance with statutory requirements.

A Local Trust Committee should...	Trustees should...	Staff should...
- o ensure it is following the rezoning application process outlined in the Islands Trust application guide. - o ensure it considers decisions about rezoning applications only after staff have provided appropriate notice to applicants that a decision item is on the business agenda and after the interested public has had an opportunity to access notice.	- o be aware of the rezoning application process outlined in the Islands Trust application guide. - o ensure they are proposing motions about decisions only if staff have notified the applicant that a decision item is on the business agenda and after the interested public has had an opportunity to access notice. - o avoid motions to add significant decisions about rezoning applications as 'late' items on an LTC agenda.	- o follow the requirements for public notice about rezoning applications, as required by the <i>Local Government Act</i> and the relevant procedure bylaw, erring on the side of ample notification. - o provide applicants and others who express an interest in an application with copies of the rezoning application guide and review application processes with them. - o make applicants and others who express an interest in an application process (neighbours, community groups, etc.) aware of opportunities to access meeting notices, agendas and written materials the LTC will consider regarding an application (i.e. in on-line agenda packages or in the public hearing binder available in advance of a hearing). - o follow the process outlined in the rezoning application guide when processing applications. - o ensure applicants and others who express an interest in an application are aware that an LTC could decide not to proceed with an application at any stage in the application process. - o ensure applicants have timely and adequate notice that a decision item is on the LTC's business agenda and that the public have had an opportunity to access agenda notices.

Opportunity to Review

Before a decision about a rezoning application or an LTC-initiated zoning change is made, those whose interests may be affected by the decision must be given a reasonable opportunity to review the nature of the decision or action and to examine and consider the information the LTC will consider.

A Local Trust Committee should...	Trustees should...	Staff should...
- o not schedule private meetings or discussions with anyone about an active rezoning application (i.e. applicants, property owners whose property is subject to an LTC-initiated zoning change, neighbours, community groups, others interested in an application). - o ensure that all public submissions, reports and written materials that the LTC will consider about a zoning change are on the public record (with the exception of in camera legal advice). - o if attending a 'site visit' for the purposes of understanding the physical context of an application, attend with a staff member who takes notes. Limit interaction between the LTC and the applicant (or other interested parties) to the receipt of factual information that can best be received at a site visit.	- o forward all relevant submissions, reports and written materials about a zoning change that they receive directly from the public to staff for inclusion in the public record. - o encourage all those who have comments about an application or an LTC-initiated zoning change to submit their comments to the LTC in writing, or attend the public hearing if they would like their opinions taken into account as part of the LTC's deliberations. - o advise members of the public that the LTC can only consider public submissions, reports or written materials if they are relevant and can be viewed or heard by all interested parties. - o avoid making motions to add significant decisions about rezoning applications as 'late' items on an LTC agenda.	- o provide applicants (or owners of properties subject to an LTC-initiated zoning change) with an opportunity to access copies of public submissions, staff reports, recommendations from advisory bodies, advice from other agencies and any other written information the LTC will consider regarding their application. - o ensure that public submissions, reports and written materials that an LTC will consider are available to applicants (and others who have expressed an interest) with time for them to consider the material presented and to prepare and present a submission before a decision is made.* - o ensure that all written public submissions about specific applications or LTC-initiated zoning changes that the LTC will consider are entered into the public record and available for review by applicants and the public.* - o advise members of the public that the LTC can only consider public submissions that are available to all interested parties. - o attend and take notes at trustee site visits, where a quorum of an LTC and an applicant (or other interested parties) will be present. Advise applicants (or other interested parties) of the nature and limitations of the visit (receipt of factual information that can only be received at a site visit). - o ensure relevant information is collated and made available to those who have expressed an

A Local Trust Committee should...	Trustees should...	Staff should...
		interest prior to a public hearing and at the hearing* - o ensure that public hearing notices advise members of the public where and when they can view relevant information prior to the public hearing. - o ensure that a copy of written submissions received at a public hearing is available for review by the public at the hearing. <i>* Note: These guidelines would be satisfied if materials are included in an agenda package or public hearing binder that is publicly available in accordance with normal meeting and hearing timelines. Where substantive new and different information is received as a late item at a public hearing, the LTC may wish to adjourn or recess to consider the new information and allow others to do so.</i>

Opportunity to be Heard and to Respond

Before an LTC makes a decision about a zoning change, those whose interests may be affected by the decision must be given an opportunity to be heard and to present information in support of their position.

Before an LTC makes a decision about a zoning change, those whose interests may be affected by the decision must be given an opportunity to hear and respond to those who present information against their position.

A Local Trust Committee should...	Trustees should...	Staff should...
- o ensure that an LTC only makes a decision about a rezoning application (or LTC-initiated zoning change) after those affected (i.e. applicants, neighbours, community groups, etc.) have had <i>an opportunity to be heard</i>, either in writing or in person and <i>an opportunity to respond</i> to other information that the LTC has received or heard. - o provide time for applicants and other interested parties to speak as delegates if the LTC is considering a decision not to proceed with an application prior to a public hearing. - o consider whether it should adjourn or recess a	- o Ensure they are proposing substantive (i.e. non-procedural) motions about a rezoning application (or LTC-initiated zoning change) <i>only after</i> those who have expressed an interest (i.e. applicants, neighbours, community groups, etc.) have had <i>an opportunity to be heard</i>, either in writing or in person and <i>an opportunity to respond</i> to other information that the LTC has received or heard. - o avoid making motions to add significant decisions about rezoning applications as 'late' items on an LTC agenda. - o through their actions and behavior, support the conduct of public hearings that are seen as fair to	- o advise applicants of opportunities to present information about their application at meetings of advisory bodies and the LTC. - o ensure advisory bodies are aware of statutory obligations to hear from applicants. - o advise others who express an interest in an application about their opportunities to access information about the application and to be heard by the LTC.

public hearing if the LTC receives a significant amount of new and different information immediately before or at the hearing, to allow sufficient time for interested parties to prepare representations on that new information. o ensure the fair conduct of public hearings, with cordial conduct by all participants and even-handed application of any procedural rules such as time limits on speaking.	all parties.	
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2. THE IMPARTIALITY RULE

Lack of Bias

Decision-makers must be free of actual or apparent bias regarding specific decisions.

A Local Trust Committee should...	Trustees should...	Staff should...
o not pass resolutions that make or imply any commitments regarding the eventual outcome of a proposed zoning change, before the process is complete. o not pass resolutions that make or imply a commitment to give any greater consideration to the comments or advice of any individual member of the public, group, landowner, or applicant.	o be familiar with the principles of bias in decision-making. o resign from leadership positions in community or other groups that regularly have interests in zoning decisions made by their LTC. o only participate in decisions if they can honestly state that they have an open mind about the matter despite any general policy orientation to which they may be committed. o not make or imply any commitments regarding the outcome of a proposed zoning change. o not make or imply a commitment to give greater consideration to the comments or advice of any individual member of the public, group, landowner, or applicant. o where an advisory group is discussing an application, participate only as an observer (or as a resource person if no staff are present) and avoid attempts to influence the advice of the group. o not attempt to influence staff and consultants	o be familiar with the principles of bias in decision-making. o advise trustees of reasonable concerns about bias, if they have such concerns or become aware that others have. o refer trustees to the Chief Administrative Officer if they wish to seek legal advice about bias concerns. o Ensure applicants, property owners and other interested parties understand that trustees cannot make or imply any commitments regarding the eventual outcome of a proposed zoning change before the process is complete.

A Local Trust Committee should...	Trustees should...	Staff should...
	- about the recommendations in their reports. - o avoid statements before a public hearing that suggest they have already made up their minds about the decision - o seek legal advice promptly if they feel they may be biased, or if another party alleges bias. - o follow legal advice they receive about bias.	

Conflict of Interest

Decision-makers must not have personal interests that prevent them, or appear to prevent them, from performing their duties impartially.

A Local Trust Committee should...	Trustees should...	Staff should...
o ensure statutory procedures are followed where a trustee has declared a conflict of interest.	- o be familiar with the principles of conflict of interest in decision-making. - o not participate in or attempt to influence decisions if they have a direct or indirect financial or personal interest in the outcome. - o be familiar with the statutory requirements for leaving meetings where they have a conflict of interest (including advisory group meetings) - o seek advice promptly if they feel they may have a conflict of interest, or if another party alleges a conflict of interest. - o follow legal advice they receive in regards to a conflict of interest.	- o be familiar with the principles of conflict of interest in decision-making and with the statutory requirements for managing situations where a trustee is in conflict. - o ensure appropriate record keeping in meeting minutes when trustees leave meetings for conflict of interest reasons. - o advise trustees of reasonable concerns about conflict of interest, if they have such concerns or become aware that others have. - o refer trustees to the Chief Administrative Officer, if they wish to seek legal advice about conflict of interest concerns. - o advise supervisor if, as a staff member responsible for a file, they believe they may have a conflict of interest that could affect the objectivity of their recommendations.

3. EVIDENCE-BASED DECISION MAKING

While not a legal requirement of local government rezoning processes in BC, ensuring that there is time to consider information about an application, that the information considered is accurate and that irrelevant information is treated with caution is a good practice that supports fair, transparent and accountable decision-making processes.

Accurate and Relevant Information

Decisions should be based on accurate and relevant information, excluding irrelevant considerations.

A Local Trust Committee should...	Trustees should...	Staff should...
- o ensure there is sufficient time for trustees to receive and consider the meeting agenda package or late written materials before a meeting. - o ensure it makes decisions at the appropriate time in the process and after trustees have had the time to consider items circulated in the meeting agenda package. - o treat irrelevant information (e.g. personal comments about an applicant or other interested party, gossip, hearsay) with caution. - o discourage input in correspondence or at public meetings that consists of irrelevant information.	- o allow sufficient personal time to review and understand written materials about a decision, including information provided by the applicant, staff reports, advisory group recommendations, agency comments and comments from the public. - o discourage repetition or use of irrelevant information (e.g. personal comments, gossip, hearsay) as a factor in decision-making. - o avoid making motions to add significant decisions about rezoning applications as 'late' items on an LTC agenda.	- o ensure there is sufficient time for receipt and inclusion of relevant information regarding applications before they are considered by an LTC. - o follow Islands Trust templates for staff reports and ensure reports are as complete as possible. - o ensure information in staff reports is as factual and accurate as possible, or that appropriate statements are made where information cannot be verified. - o discourage repetition or use of irrelevant information (e.g. personal comments, gossip, hearsay) as a factor in decision-making. - o proactively clarify inaccurate statements (if significant) that are made by others during the course of LTC decision-making processes.

4. COMMUNICATION

While not a legal requirement of local government rezoning processes in BC, good and consistent communication with all interested parties about a decision and the reasons for it is a good practice that supports fair, transparent and accountable decision-making processes.

A Local Trust Committee should...	Trustees should...	Staff should...
- o after a public hearing, announce when a decision will be made, if known. - o ensure meeting minutes accurately reflect any reasons given for decisions.	- o whenever possible, explain (in open meetings and at the time a decision is made) how they reached their decision, referring to submissions and reports on the public record, public deliberations of other trustees, as well as any personal knowledge or research that influenced them. - o whenever possible, explain decisions with reference to relevant documents such as OCPs, the Islands Trust Policy Statement, the <i>Islands Trust Act</i> or other relevant statutes they have relied upon in making a decision. - o after an LTC has made a decision, communicate clearly and consistently about the reasons given and avoid indicating that there were different, but unspoken, reasons.	- o record in meeting minutes any reasons given for LTC decisions about applications. - o provide prompt written information to applicants (or property owners, in the case of an LTC-initiated zoning change) after an LTC has made a decision, including information about any reasons provided by the LTC about its decision. - o ensure others who have expressed an interest are aware of opportunities to learn about decisions and the reasons for them.

Island Trust Council Priorities Chart

Islands Trust Council Goals	Executive Committee	Trust Fund Board
1.Ecosystem Preservation and Protection 2.Ensure human activity and development are compatible with maintenance of Trust Area ecosystems 3.Sustain Island Character and Healthy Communities 4.Effective, Efficient and Collaborative Governance	1.Islands Trust Act Amendments 2.Oil Spill and Shipping Safety 3.Revisions to Crown Land protocol agreements and letters of understanding 4.First Nations Relationship Building	1.Strategic Planning/Administration 2.Covenant and Property Acquisitions 3.Property and Covenant Management 4.Communications 5.Fundraising and Conservancy Support

Financial Planning Committee	Local Planning Committee	Trust Programs Committee
1.Finalize the 2017/18 Budget and forward to Ministry for approval. 2.Complete the 2016/17 Forecast 3.Conduct the 2016/17 Year-End Audit.	1.Community Housing Needs 2.Shoreline Marine Planning 3.Protect Coastal Douglas-fir and Associated Ecosystems	1.Protect Quality and Quantity of Water Resources (Strategic Plan 4.3) 2.Review the Islands Trust Policy Statement (Strategic Plan 9.1) 3.Amend Crown Land Cooperation Agreements (Strategic Plan 8.1)



Southern Team Galiano, Mayne, N. Pender, S. Pender, Saturna	Northern Team Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti and Thetis	Salt Spring Team
• Galiano - Telecommunication Strategy; Affordable Housing Strategy; Dock Review; • Mayne - Riparian Area Regulation Implementation; Fallow Deer Eradication; Commercial Land Use Review; • North Pender - Land Use Planning for Waste Management; Housing; First Nations Interests; • Saturna - First Nations Relationship Building ; LUB Technical Review; • South Pender - First Nations Reconciliation; LUB Review and Update;	• Ballenas-Winchelsea s - Nanoose First Nation Relationship Building.; Advocacy for the protection and appropriate use of Crown islets.; • Denman - Relationship building with Komoks First Nation; Denman Island Farm Plan Implementation; Marine Issues; OCP and LUB Housekeeping Amendments ; • Gabriola - Water taxi feasibility ; Roadside Signage; Housing Options Review Project; • Gambier - Riparian Areas Regulation ; Foreshore protection & stewardship; OCP advocacy policies - implementation & support Gambier OCP comprehensive review. ; • Hornby - Relationship building with Komoks First Nation; Housing amendments; Vacation rentals review; • Lasqueti - Community to Community Forum; Aging at Home Implementation Project; Shoreline Protection Project; • Thetis - Riparian Areas Regulation Implementation; Follow up on Lyackson FN comments post adoption of Thetis Assoc. Islands OCP and LUB; Thetis Assoc. Islands Land Use Bylaw Amendment re: private moorage on Ruxton Isl. ;	• Salt Spring - Watershed Management + SSIWPA; LUB Update - Industrial Zones; Ganges Village Area Planning - Harbourwalk; LUB Update - Rural Watershed Uses. Agricultural uses appear incompatible with watershed drinking water quality.; TUPs for Secondary Suites and Cottages;

Trust Council Quarterly Meeting Schedule
June 20-22, 2017
Lasqueti Island Community Hall – Main Road, Lasqueti Island

DRAFT

Tuesday, June 20	Wednesday, June 21	Thursday, June 22
	7:30 Breakfast	7:30 Breakfast
Ferry to Lasqueti Island: 11:00am (chartered ferry from French Creek Harbour)	8:30 New Business Items* 9:30 Regional Districts Session 10:15 Break	8:30 Closed meeting 10:00 Adjournment (approx.)
12:00 Executive Committee Meeting 1:00 Lunch –	10:30 Administrative Services Director's Report FPC Work Program Report * 11:00 Trust Area Services Director's Report * TPC Work Program Trust Fund Board Report 12:00 Correspondence	Ferries from Lasqueti Island: 11:00am 4:00pm
1:30 Call to Order and Approval of Agenda RWMs * Adoption of Minutes FUAL Trustee Round Table 2:45 Break	12:30 Lunch 1:30 Community Presentations 2:00 Delegations & Town Hall 3:00 Break	
3:00 Executive * CAO's Report EC Work Program Continuous Learning Plan Strategic Plan Update Islands Trust Transition Plan 3:45 Species at Risk Session 4:45 Local Planning Services Director's Report * LPC Work Program Bylaw Enforcement Briefing 5:00 Adjourn for the day 6:00 Dinner with Former Trustees -	3:15 TFB Regional Conservation Plan Session 4:00 Summary/Updates Trustee Updates Priorities Chart Proposed June TC Draft Agenda Program 5:00 Adjourn for the day 6:00 Dinner	 Islands Trust

* Denotes resolution/decision items

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