



Trust Programs Committee Agenda

Date: Wednesday, February 14, 2024
Time: 10:00 am - 3:00 pm
Location: Electronic Zoom Meeting

Pages

1. **CALL TO ORDER**
2. **AGENDA**
 - 2.1 **Review of the Agenda**

Late items, new items and re-ordering of the agenda
 - 2.2 **Approval of Agenda**
3. **PUBLIC COMMENT PERIOD**
4. **DELEGATIONS**

None
5. **CORRESPONDENCE**

None.
6. **ADMINISTRATIVE COORDINATION**
 - 6.1 **Draft Minutes of Previous Meetings**
 - 6.1.1 **TPC Minutes of November 6, 2023** 3 - 8

For review and approval
 - 6.2 **Resolutions Without Meeting**
 - 6.2.1 **TPC RWM 2024-01 - Set TPC meeting schedule for 2024** 9 - 9

For Information
 - 6.3 **Follow up Action List** 10 - 11

For review
7. **BUSINESS - WORK PROGRAM ITEMS**
 - 7.1 **Policy Statement Amendment Project - Briefing (BRF)** 12 - 25

7.2 Wildfire Webinar Two-Part Series Project Charter – Request for Decision (RFD) 26 - 29

That Trust Programs Committee endorse the Wildfire Webinar Project Charter, dated February 14, 2024.

8. BUSINESS - OTHER

8.1 Montreal Pledge COP15 Biodiversity Framework and potential impacts for the work of the Islands Trust – BRF 30 - 36

9. BUSINESS - NEW

10. WORK PROGRAM 37 - 38

For review and referral to Trust Council before each quarterly TC meeting

11. NEXT MEETING

Monday, April 15, 2024 from 9:00 a.m. to 2:00 p.m. either electronically (Zoom) or in-person in Nanaimo

12. CLOSED MEETING

If desired:

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (quote the pertinent section here, for example, (1)(a) personal information about...) and that the recorder and staff [attend/not attend] the meeting.

13. RISE AND REPORT

If requested

14. ADJOURNMENT

*Approximate time is provided for the convenience of the public only and is subject to change without notice.



Trust Programs Committee Minutes of a Regular Meeting

Date: November 6, 2023
Location: Electronic Meeting

Members Present: Kristina Evans, Chair/South Pender Island Trustee
Alex Allen, Vice-Chair/Hornby Island Trustee
Sue Ellen Fast, Bowen Island Municipal Trustee
Tim Peterson, Lasqueti Island Trustee (EC Representative)
Peter Luckham, Islands Trust Council Chair and Thetis Island Trustee (Ex Officio)

Members Regret: Sam Borthwick, Denman Island Trustee

Members Absent: Jamie Harris, Salt Spring Island Trustee

Staff Present: Clare Frater, Director, Trust Area Services
Mary Storzer, Senior Policy Advisor
Robert Barlow, Legislative Services Clerk/Recorder

Others Present: No member of the public was present

1. CALL TO ORDER

Chair Evans called the meeting to order at 10:01 a.m. and acknowledged that participants of the meeting were on the territories of many Coast Salish First Nations. Trustees introduced themselves.

2. AGENDA

2.1 Review of Agenda

No late item nor changes to the agenda were presented for consideration.

2.2 Approval of Agenda

By general consent the agenda was approved as presented.

3. PUBLIC COMMENT PERIOD

No member of the public was present.

4. DELEGATIONS

None.

5. CORRESPONDENCE

None.

6. ADMINISTRATIVE COORDINATION

6.1 Draft Minutes of Previous Meeting

6.1.1 Trust Programs Committee (TPC) Minutes of August 28, 2023

By general consent the minutes were approved as presented.

6.2 Resolutions Without Meeting

6.2.1 RWM 2023-01 – Set November 6, 2023 Meeting as an Electronic Meeting

Provided for information.

6.3 Follow Up Action List

Director Frater spoke to the FUAL items that were in progress indicating that item #1 (Implement Crown Land Protocol project charter) is on the Future Projects list.

TPC-2023-038

It was MOVED and SECONDED,

that Trust Programs Committee remove item #1 (Implement Crown Land Protocol project charter) on the Follow Up Action List.

CARRIED

7. BUSINESS - WORK PROGRAM ITEMS

7.1 Policy Statement Amendment Project – Briefing (BRF)

Director Frater provided an update on the project and advised that it is likely more time than anticipated will be needed to ensure all input from First Nations can be addressed.

TPC-2023-039

It was MOVED and SECONDED,

that Trust Programs Committee endorse that the timeline for the Trust Policy Statement Amendment Project be extended to ensure that all input from First Nations be addressed.

CARRIED

7.2 Stewardship Education Survey Results - BRF

Director Frater introduced the Briefing which provided public feedback in regards to potential topics, noting that “groundwater conservation” and “wildfire prevention” were the top two topics. Committee discussion included:

- possibility of Islands Trust Conservancy providing material for some of the topics such as “native plant gardening”, “invasive species removal”, “rain gardens” and “species at risk on your property”
- information related to the Islands Trust Freshwater Sustainability Strategy is expected to be published early in 2024
- whether some of these topics could be integrated with any of the 50th anniversary activities
- the role of Trust Council and the Islands Trust Conservancy Board to conduct education programs

TPC-2023-040

It was MOVED and SECONDED,

that Trust Programs Committee request Executive Committee consider the topic of the role of Islands Trust (who, what, where and why) as a webinar or other communication strategy to present for the Islands Trust 50th anniversary.

CARRIED

7.3 Wildfire Webinar Resources - BRF

Director Frater introduced the Briefing, noting that she has identified other available resources not on the provided list so staff can update the list. Committee discussion included:

- need to provide positive information of activities that the public can engage in
- there is rapid development of wildfire prevention and response ideas and resources
- possibility of posting to the website the list of resources, including information about the length of time of the webinar recordings

TPC-2023-041

It was MOVED and SECONDED,

that Trust Programs Committee request staff to bring the list of wildfire prevention material (Table 1 of the agenda) to Trust Council’s December meeting for discussion as an on-line stewardship education resource to be posted on the Islands Trust website in February, 2024.

CARRIED

Committee discussion continued:

- whether webinars are the best communication method for all topics
- need to ensure there will be an interactive question and answer period to webinars

TPC-2023-042

It was MOVED and SECONDED,

that Trust Programs Committee request staff to look into having someone such as Ruth Waldick moderate a panel of Islands Trust Area wildfire resource people for a wildfire discussion and question and answer session webinar.

CARRIED

Committee recessed at 11:33 a.m. and returned at 11:43 a.m.

7.4 Living in the Trust Area Project Update – BRF

Director Frater introduced the Briefing that provided an update on the “Living in the Islands Trust Area” mail-out project. Committee discussion included:

- language in regards to First Nations needs to be stronger
- language in the “Think about Trees” section that provides information specifically tailored for this region on managing forests for ecosystem values while also managing for fire doesn’t explicitly indicate the purpose of the activities is to reduce risk of wildfire
- contact information will be confirmed before being published
- staff to incorporate committee comments and will review the edited version with Chair Evans prior to publishing

8. BUSINESS – OTHER

8.1 Proposed Trust Programs Committee Meeting Schedule for 2024 – Request For Decision

Director Frater presented the RFD that provided suggested dates and formats. It was noted that, in addition to the schedule of regular meetings, the Committee can establish special meetings during the year if the need arises.

Committee discussion included:

- the possibility of meeting date conflicts with Bowen island Municipality (BIM) as it currently is meeting on Monday afternoons
- if there is a conflict with the BIM schedule, the Committee suggested staff to explore other potential dates, conduct a poll and conduct a Resolution Without Meeting to decide on the meeting schedule dates
- electronic meetings can also be problematic for some trustees because of poor internet connection

8.2 Montreal Pledge COP15 Biodiversity Framework and potential impacts for the work of Islands Trust – BRF

Trustee Allen presented the Briefing, noting that he dissented from the majority opinion of the trustee working group. He has concerns about treating nature as a commodity and sees the initiative is for cities, not small island communities. Committee discussion included:

DRAFT

- initially the working group consisted of four trustees, and then they invited Trustee Dr. Risa Smith to join their discussion
- Islands Trust participation may increase the profile of the organization
- whether Islands Trust can sign on to only part or some aspects of the Montreal Pledge
- Trust Council had directed Trust Programs Committee and Regional Planning Committee to consider how the Montreal Charter on Biodiversity impacts the work of Islands Trust and report back to Trust Council
- Saturna Island needs to be added to Table 1

TPC-2023-043

It was MOVED and SECONDED,

that Trust Programs Committee forward, as amended, the Montreal Pledge COP15 Biodiversity Framework and potential impacts for the work of the Islands Trust Briefing to Trust Council.

CARRIED

9. BUSINESS – NEW

None.

10. WORK PROGRAM

Director Frater presented the current Work Program (Active Projects and Future Projects).

TPC-2023-044

It was MOVED and SECONDED,

that Trust Programs Committee forward the work program to Trust Council for approval.

CARRIED

11. NEXT MEETING

The next scheduled meeting is to be determined.

12. CLOSED MEETING

The Committee did not close the meeting.

13. RISE AND REPORT

As the Committee did not close the meeting, there was no need for the Committee to discuss this option.

14. ADJOURNMENT

DRAFT

By general consent the meeting adjourned at 12:18 p.m.

Kristina Evans, Chair

Certified Correct:

Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.

DRAFT

**TRUST PROGRAMS COMMITTEE
RESOLUTION WITHOUT MEETING**

RESOLUTION WITHOUT MEETING NO. RWM-2024-01

The following matter is considered urgent in order to set the regular Trust Programs Committee meeting schedule for 2024.

It was Moved by Trustee Peterson and Seconded by Trustee Fast,

That Trust Programs Committee adopt the meeting dates of February 14, April 15, May 22, August 26 and November 4 for the 2024 calendar year.

<u>TRUSTEES CONTACTED</u>	<u>DATE VOTE RECEIVED</u>	<u>VOTE</u>
Alex Allen	January 3, 2024	In Favour
Sam Borthwick	January 4, 2024	In Favour
Kristina Evans	January 3, 2024	In Favour
Sue Ellen Fast	January 2, 2024	In Favour
Jamie Harris	January 3, 2024	In Favour
Tim Peterson	January 2, 2024	In Favour

TRUSTEES VOTE NOT AVAILABLE

None

FINAL VOTE COUNT	6	<u>IN FAVOUR</u>
	0	<u>OPPOSED</u>

THE CHAIR, TRUST PROGRAMS COMMITTEE, DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF *THE ISLANDS TRUST ACT* on January 4, 2024.

CHAIR'S SIGNATURE

RECORDER'S SIGNATURE

Follow Up Action Report

Trust Programs Committee

05-Nov-2020

Activity	Responsibility	Dates	Status
1 Staff to refine the Amending the Policy Statement Amendment Policy 1.2.1. RFD, and bring it back to Trust Programs Committee. ON HOLD pending staff capacity	Clare Frater	Target: 31-Aug-2026	In Progress

14-May-2021

Activity	Responsibility	Dates	Status
1 that Trust Programs Committee request staff to review current criteria, and to provide feedback or suggestions for criteria for future Secretariat Services applications. ON HOLD pending staff capacity	Clare Frater	Target: 01-Apr-2024	In Progress

28-Aug-2023

Activity	Responsibility	Dates	Status
1 that Trust Programs Committee endorse the amended Speaker Series Project Charter, dated August 28th, 2023.	Clare Frater	Target: 06-Nov-2023	Completed

06-Nov-2023

Activity	Responsibility	Dates	Status
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Follow Up Action Report

Trust Programs Committee

06-Nov-2023

Activity	Responsibility	Dates	Status
<p>1 that Trust Programs Committee endorse that the timeline for the Trust Policy Statement Amendment Project be extended to ensure that all input from First Nations be addressed.</p>	<p>Clare Frater Mary Storzer</p>	<p>Target: 31-Jul-2024</p>	<p>Completed</p>
<p>2 that Trust Programs Committee request Executive Committee consider the topic of the role of Islands Trust (who, what, where and why) as a webinar or other communication strategy to present for the Islands Trust 50th anniversary.</p>	<p>Robert Barlow</p>	<p>Target: 20-Dec-2023</p>	<p>Completed</p>
<p>3 that Trust Programs Committee request staff to bring the list of wildfire prevention material (Table 1 of the agenda) to Trust Council's December meeting for discussion as an on-line stewardship education resource to be posted on the Islands Trust website in February, 2024.</p>	<p>Clare Frater</p>	<p>Target: 22-Nov-2023</p>	<p>Completed</p>
<p>4 Staff to update the "Stewardship Tips" document:</p> <ul style="list-style-type: none"> - language in regards to First Nations needs to be stronger - make clear that language in the "Think about Trees" section that provides information specifically tailored for this region on managing forests for ecosystem values while also managing for fire indicates the purpose of the activities is to reduce risk of wildfire - staff to incorporate committee comments and review the edited version with Chair Evans prior to publishing 	<p>Clare Frater</p>	<p>Target: 17-Feb-2023</p>	<p>In Progress</p>



BRIEFING

To: Trust Programs Committee **For the Meeting of:** February 14, 2024
From: Trust Area Services **Date Prepared:** February 7, 2024
SUBJECT: Policy Statement Amendment Project Update

PURPOSE: To provide an update on the Policy Statement timelines, First Nations engagement, and an Executive Committee endorsed increase to project funding for 2024/25.

BACKGROUND:

Timelines and First Nations Engagement

Staff are hopeful that the currently identified April/May 2024 timeline for Trust Programs Committee (TPC), Executive Committee (EC) and then Trust Council (TC) to receive the draft and recommend revisions is achievable. The “At-a-Glance” table (below) provides an overview of current proposed timelines for the project. This assumes the use of special meetings. If TPC or TC require multiple meetings to review the draft then the timeline will need to be extended.

First Nations engagement has been proceeding with ongoing discussions at different stages with all the First Nations currently involved in Phase 3 early engagement. Once concluded, comments will be brought forward on the same agenda as the revised draft so they can be considered together.

Policy Statement – 2024 Proposed Timeline at a Glance	
Activity	Dates
Current Fiscal (FY 2023-2024) -First Nations early engagement on revised draft -EC/TPC and Trust Council receive revised draft and recommend any revisions	present-Mar 2024 Mar-May 2024
Next Steps (FY 2024-25) -As requested by TC, EC and TPC, develop recommendations for revisions -TC considers TC/EC recommendations and passes resolutions on actions -Approval in principle by Trust Council -Six month referrals period to LTCs and BIM concludes	June-July 2024 Late Aug 2024 Fall 2024 Apr 2025
Final Adoption (FY 2025-26) -Trust Council receives referral responses, passes resolutions for action -Amendment drafting and amendment/ First Reading by Trust Council -3 month referral to First Nations, ITC Board, regional districts, others -Review of feedback and preparation for Second/Third Reading -Second and Third readings (incorporate revisions during same meeting) -Refer to Minister with First Nations engagement report; six months for review -Receive approval from Minister (estimated), and Adoption -Final graphic design, distribution, event, implementation planning	June 2025 Sept 2025 Oct-Dec 2025 Jan-Feb 2026 Mar 2026 Apr-Nov Dec 2026 Post Dec 2026

Staff note that a recurring frequently raised topic during meetings with First Nations is the topic of governance. Staff are consistently hearing a desire for Islands Trust Council and local trust committees to more actively respect Indigenous rights to self-governance and co-governance, and for Islands Trust to be actively working to find a path forward to implement the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration), even prior to be legislatively required to do so or before the Province imposes changes to the *Islands Trust Act*. Staff are encouraging leadership-to-leadership conversations on this topic.

Communications materials

Staff continue to work with a communications contractor to develop communications materials to support trustees and the public when the document is made public. Materials that are already substantially drafted include a Frequently Asked Questions document, social media posts, and news release. Work continues on revising the content and design of the Islands 2050 page, a video, and additional materials. Staff forecast underspending on communications this fiscal year due to project delays so recommended to Executive Committee that the funds be re-requested for 2024/25.

Public Engagement

At its January 17, 2024 meeting, the Executive Committee discussed the public engagement Option 1 that had been endorsed at that time (i.e., for local trust committee and Bowen Island Municipality to lead six months of public engagement). This included discussion of cost and the pros and cons of a trustee-led approach for this size and scope of project versus staff and professionals, and a Trust-wide engagement method that included standard data collection that could be neutrally provided to Trust Council. The Committee also discussed the belief that trustees need to see the Policy Statement draft document before they can make an educated decision/comment. The Executive Committee then passed the following motion.

That Executive Committee request staff to forward the MODUS report 2021 to members of the Trust Programs Committee and request that it be reviewed to inform any further recommendations about the Policy Statement Amendment Project engagement planning process.

Staff forwarded this report to TPC members by e-mail on January 30, 2024.

At its January 24, 2024 meeting, the Financial Planning Committee discussed the Policy Statement Amendment Project 2024/25 business case and then passed the following motion:

That Financial Planning Committee adopt option #3 in regards to the Policy Statement Amendment Project business case and recommend to the Executive Committee to make the necessary changes to the Project Charter.

At its January 31, 2024 meeting, the Executive Committee discussed the Policy Statement Amendment Project 2024/25 business case and then passed the following motion:

That Executive Committee direct staff to amend the Policy Statement Amendment Project 2024/25 business case to increase project funding for communications in 2024/25, and to reflect Option 3¹ in the 2024/25 business case.

¹ Please note: Option 3 has now been updated in the attached Business Case to be Option 2

The following table provides the summary of the engagement (and budget) changes from Options 1 to Option 3 (now Option 2 in the attached business case). Please see attachment 2 business case for more details on options:

Activities	Opt 1	Opt2 (was Opt3)
Communications (\$10k)	X	X
-plus 2023/24 unspent funds (\$16k) ²	X	X
Legal (\$5k)	X	X
Local LTC/BIM led public engagement (\$20k)	X	X
Trust-wide virtual/print survey (\$20k)		X
Trust-wide Virtual Community Workshop (\$10k)		X
TOTAL COST	\$51k	\$81k

Key next steps to implement Financial Planning Committee and Executive Committee latest motions:

- Staff to make any additional updates to the Project Charter to ensure it is updated to reflect Option 2 (was EC endorsed Option 3)
- As part of the budget process, staff to bring forward for approval by Financial Planning Committee the 2024/25 Policy Statement business case Option 2 (was endorsed Option 3), including carryover funds
- If the revised budget is endorsed by Trust Council, staff will, once the revised draft Policy Statement is made public, proceed with implementation of an engagement plan that will include Request For Proposals (RFPs) for contractors and briefings to local trust committees and Bowen Island Municipality to seek their preferences for public engagement so staff can plan public engagement activities for later in 2024.

ATTACHMENT(S):

- 1) Policy Statement Project Charter V7
- 2) 2024/25 Policy Statement Amendment Project Funding Business Case (revised to reflect the EC endorsed option 3 in the previous business case, which is now called Option 2 in the attached)

FOLLOW-UP: Staff will continue working with First Nations so that the new draft Policy Statement can be brought forward to Trust Council as early in 2024 as possible with input from First Nations. Staff to develop and implement an engagement plan once the outcome of budget approvals for 2024/2025 is known, and local trust committees/Bowen Island Municipality have selected preferred engagement options. Staff is developing a detailed work plan for the project next steps.

Prepared By: Mary Storzer, Senior Policy Advisor

Reviewed By/Date: Clare Frater, Director Trust Area Services/February 2, 2024

² 2023/24 carryover amount from underspend of budget due to project delays, but needed in 2024/25

Policy Statement Amendment Project - Project Charter V7

Purpose To support Trust Council’s update of the Islands Trust Policy Statement bylaw, incorporating feedback from First Nations, the public, and referral agencies, and approval by the Minister of Municipal Affairs.

Background Trust Council has assigned Executive Committee, with involvement from Trust Programs Committee as appropriate, the task of updating the Islands Trust Policy Statement through the lenses of reconciliation, climate change, and affordable housing, and to undertake early engagement with First Nations and the public in the process.

Objectives

- To adopt an updated Policy Statement bylaw that supports Trust Council’s commitments to reconciliation, climate change, and affordable housing, and reflects feedback from the public, First Nations, and partner agencies.

In Scope

- Amendment drafting of V1 as directed by TC resolutions, communications, legal review, and implementation planning
- First Nations engagement, public engagement, and agency referrals
- Four readings/Ministerial approval

Out of Scope

- Treaty or territorial negotiations or accommodation
- Consequential amendments to official community plans and land use bylaws

Workplan Overview

Major Deliverable/Milestone	Dates
<u>Past Years (FY 2019-20, 2021-22, 2022-23)</u> -First Nations early engagement Phases 1 (2019-2021), 2 (2021-2022), and 3 (2023) -Public engagement Phases 1 (2019-2020), 2 (2021), and 3 (2022) -Policy review and analysis by Trust Council’s committees/working groups and staff (2020-22) -Amendment drafting and legal review Phase 1 (Apr-Jun 2021), Phase 2 (Dec 2022-Mar 2023)	2019-2023
<u>Present (FY 2023-24)</u> -Amendment drafting -EC/TPC and Trust Council receive revised draft Policy Statement (EC/TPC recommend changes)	To Dec 2023 Jan-March 2024
<u>Next Steps (FY 2024-25)</u> -As requested by TC, EC and TPC develop recommendations for further revisions -Trust Council considers TC/EC recommendations and passes resolutions on further revisions required -Approval in principle by Trust Council -Six month referrals period to local trust committees and Island Municipalities for local engagement	Apr.2024 June 2024 <u>Late Summer/Fall 2024</u> Fall 2024-Mar/Apr 2025
<u>Final Adoption (FY 2025-26)</u> -Trust Council receives referral responses and passes resolutions on further revisions required -Amendment drafting and amendment/ First Reading by Trust Council -Three month referral to First Nation governments, ITC Board, regional districts, other agencies as desired -Collation and consideration of feedback and preparation of document for Second / Third Reading - Second and Third readings (incorporate any desired revisions during same meeting) -Refer proposed bylaw to Minister with final FN engagement report; allow six months for review -Receive approval from Minister (estimated—no statutory timeline), and Adoption -Final graphic design and distribution, celebration event, implementation planning	June 2025 <u>Sept 2025</u> Oct– Dec 2025 Jan/Feb 2026 <u>Mar 2026</u> April 2026—Nov 2026 <u>Dec 2026</u> Post Dec 2026

Project Team

Executive Committee Trust Programs Committee Director, TAS	Project Champion Policy Content Advisors Project Director
Sr. Policy Advisor	Project Manager & Policy Writer
Program Coordinator	Public Engagement Coordinator
Communications Specialist	Communications Coordinator

Budget

Item	FY 23-24	FY 24-25	FY25-26
Communications	\$25,000	\$10,000	\$8,000
Public Engagement	\$0	\$20,000	\$0
Legal Review	\$5,000	\$5,000	\$5,000
Total Activity Costs:	\$30,000	\$35,000	\$13,000

Approved by:

Clare Frater, Director, TAS

Endorsement: TC

Date: September 27, 2023

*Timeline assumes Trust Council does not schedule special meetings between regular quarterly meetings.



**Budget Funding Request
Short-Form Business Case**

TO BE COMPLETED BY INITIATOR

<p>Requested by (Committee or Operational Unit): Executive Committee</p>	<p>Budget Source (select all that apply):</p>
<p>Department: Trust Area Services</p>	<p><input checked="" type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Third Party Contractors <input checked="" type="checkbox"/> Staff Travel Expense <input checked="" type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software
<p>Name of Request: Policy Statement Amendment Project (PSAP)</p>	<p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary
<p>\$ Value of Request (indicate by fiscal year and total if project is multi-year)</p> <p>FY24/25 \$81,000</p> <p>FY 25/26 \$13,000 estimated FY 26/27 \$ depends on implementation plan not yet developed</p> <p>Total: \$94,000 plus FY26/27 TBD</p> <p>Over \$280,000 has been spent since the project's inception in 2019 on public engagement, First Nations engagement, and other project related expenses, in addition to considerable staff hours.</p>	<p><input checked="" type="checkbox"/> Other – please describe: _____</p> <p>Revised (Option 3) Budget Breakdown:</p> <ul style="list-style-type: none"> -\$26,000: Implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.) -\$50,000: Public Engagement Phase 4 (in-person engagement events/special meetings for some LTCs/IMs as desired (\$20K), Trust-Wide survey (\$20K); and Virtual Community Workshop (\$10K) -\$5,000: Legal Services
<p>Date of Submission to Finance: February 6, 2024</p>	<p>Funding Required for (date range): April 1, 2024 – March 31, 2025</p>

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Trust Council's Policy Statement Amendment Policy (1.2.1) states that each term, Trust Council will identify Policy Statement review and/or amendment tasks. Early on in the 2018-2022 term, Trust Council requested Executive Committee, with involvement from Trust Programs Committee as appropriate, to review and develop recommendations for amendments to the Islands Trust Policy Statement, primarily through the priority lenses of reconciliation, climate change, and housing. This multi-year project commenced in 2019 and has involved, to date, three phases of public engagement, three phases of early and meaningful engagement with First Nation governments, substantial review and analysis by Trust Programs Committee and Executive Committee, and periodic Trust Council discussion. The project will reach completion after the draft new Policy Statement bylaw has achieved first, second, and third reading by Trust Council; approval by the Minister of Municipal Affairs; and final adoption by Trust Council.

In September 2022, Trust Council passed the following resolution:

That Trust Council request staff to prepare a Policy Statement Amendment Project Communications Strategy for the consideration of the incoming Executive Committee and Trust Council in early 2023.

Staff have contracted a communications consultant in FY 2023-24 to implement the communications strategy [Trust Council received in March 2023](#) (see page 160 March 2023 agenda).

The funding requested via this business case will support implementation of a project charter approved [by Trust Council in September 2023](#) (see page 318 of September 2023 agenda) but with updates to the timelines as Executive Committee was briefed in December and approved January 31st, as well as, direction by Executive Committee at its January 31, 2024 meeting to direct staff to amend this 2024/25 business case to allow for an increase in project funding (including unspent 2023/24 funds), to be spent as follows:

- \$26,000: Continued implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.) and hiring of contracted communications support.
- \$50,000: Public Engagement Phase 4 (in-person engagement events/special meetings hosted by some LTCs/IMs as desired, staff travel, etc.; a Trust-Wide survey; and Virtual Community Workshop)
- \$5,000: Legal Services

ISSUE/OPPORTUNITY:

Background: The current Policy Statement is almost 30 years old and does not adequately address reconciliation, climate change and housing. This business case is requesting funding for the next stage of the Policy Statement Amendment Project that has been underway since 2019 and has involved extensive engagement. While amendment of a draft version and First Reading of the bylaw had been anticipated in July 2021, Trust Council instead requested enhanced community engagement, followed by direction to staff to implement [32 resolutions](#). In March 2023, Trust Council adopted a project charter which allows for a substantial amount of time for consideration of future drafts of the revised Policy Statement. Due to staff vacancies in 2023, and longer than anticipated engagement period with First Nations, project implementation has been delayed by six months from what was articulated in the March 2023 project charter. More detailed project information is available on the [Islands 2050 webpage](#).

Current Project Status:

Staff have developed a revised draft, as per Trust Council's [32 resolutions](#), after engaging with internal and external staff partners and seeking legal counsel. Staff are engaging with First Nations to seek their early input on the draft. After inviting all First Nations in the Trust Area, staff are now engaging and working in cooperation with nine First Nations to seek their early input on the draft. Staff anticipate presenting a revised draft of the Policy Statement to Trust Programs Committee and Executive Committee in the period of March to May 2024

along with a summary of comments from First Nations and recommendations for additional changes. These committees will then prepare recommendations for Trust Council to consider.

Staff have contracted a communications consultant to assist with implementation of a communications strategy for the project from now until March 2024. The implementation of the communications strategy is planned to continue through 2024/25. This includes elements of the communications strategy for 2023/24 that have not yet been implemented due to project delays, but that will still be needed in 2024/25.

PROJECTED RESULTS/DELIVERABLES:

The April 2024-March 2025 work on this project will result in First Reading of Bylaw 183 of the Policy Statement. The funding requested will enable this to happen through support for communications including materials, public engagement by local trust committees/Bowen Island Municipal Council, a Trust-Wide survey and Virtual Community Workshop, as well as, revisions to Draft 2 of the Policy Statement, and legal review of the draft.

In the April 2024-March 2025 the following activities are proposed for the project :

- EC and TPC develop recommendations for further revisions, as requested by TC (Mar-May 2024)
- Trust Council considers TC/EC recommendations and passes resolutions on further revisions required. Staff will make those revisions. (June-Aug 2024)
- Approval in principle by Trust Council (Fall 2024)
- A six-month internal referral process to local trust committees and Bowen Island Municipality (prior to First Reading). The intent is that local trust committees and Bowen Island Municipality will, as they deem necessary or desirable, undertake local public engagement using a method selected by the local trust committee/Bowen Island Municipal Council to inform their referral responses. As this is not part of local work programs the public engagement events would be supported/organized by Trust Area Services staff. (concludes by April 2025)
- A Trust Area -wide Survey and Virtual Community Workshop (concludes by April 2025)
- After considering feedback from local trust committees and Bowen Island Municipality referral responses, and the Trust Area-wide engagement results, Trust Council would undertake First Reading and then refer the document to other agencies/First Nations/Conservancy Board for at least three months. (referral to occur between Oct-Dec 2025).

RISK ASSESSMENT:

The proposed recommended option carries the following risks and options for mitigation:

Risk: A lack of timely and responsive communications materials risks a lack of public confidence in the project, circulation of misinformation, and poor levels of public engagement or high levels of engagement at the wrong points in the project. The lack of a proactive communications strategy at the outset of the project, lack of political consensus, ongoing vacancies in the TAS Communications Specialist position, and widespread misinformation about the project have slowed progress on the Policy Statement Amendment Project in recent years. To mitigate these risks going forward, Trust Council requested staff in September 2022 to develop a communications strategy to be implemented in FY 2023-24, and also now in FY 2024-25.

- These risks can be mitigated through ongoing implementation of the communications strategy with support from an external contractor to provide resiliency.

Risk: Extended timeframe incurred by having two referral periods increases the staff resources required for the project and increases risks to the project (e.g. staff turnover, emerging issue that competes for project resources). The approach of internal referral/public engagement prior to First Reading, does not represent typical local government bylaw review process.

- This risk could be mitigated by Trust Council foregoing the proposed approval in principle step and moving straight to First Reading, which would be followed by a concurrent referrals process and a coordinated public engagement process which could remove at least six months from the project timeline.

Risk: Adoption of revised Policy Statement in December 2026, after the next local elections.

- This risk could be mitigated by Trust Council foregoing the proposed approval in principle step and moving straight to First Reading, which would be followed by a concurrent referrals process and a coordinated public engagement process.
- This risk could be mitigated by Trust Council holding special meetings promptly when needed rather than considering the document only at regular quarterly meetings.

Risk: Lack of backfill for regular Senior Policy Advisor work leading to lack of progress on other initiatives and/or staff burnout. This business case assumes that the Senior Policy Advisor position is seconded to this project full-time, as has been the case in recent years. This means that the other duties that this position is responsible for do not have dedicated staff resources. In recent years, the Director of Trust Area Services has been undertaking many of these additional duties in addition to her regular work (often outside of regular work hours), and the Grants Manager has taken on legislative monitoring, and drafting of local trust committee advocacy letters and thank you letters to Trust Council delegates, as time permits within regular work hours. This informal backfill by the Director is not sustainable into the future and the ability of the Grants Manager to continue to support additional activities is in question as the demand for grant-related support is on the rise. The risk is that Trust Area Services' work in other areas (e.g. Trust Council/local trust committee advocacy/coordination, policy research/development, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, grants in aid administration, research into science topics for accuracy purposes, delegation thank you letters, etc.) would need to be paused or continue to be paused. An additional risk is staff burnout and/or lowered staff morale due to continuing requests for Trust Area Services support that cannot be accommodated in regular working hours.

- This risk (to other activities supported by Trust Area Services) could be mitigated by Trust Council funding backfill of the Senior Policy Advisor position or halting (not funding) OCP amendment project(s) to free up Planning Services staff time to support.

Risk: Lack of skilled contractors available for survey design (on policy topics) and virtual community workshop design, facilitation and note-taking.

- Building in time in the project schedule (as is proposed in the recommended option) to find ensure a skill contractor will mitigate this risk.

ALTERNATIVES CONSIDERED:

Option 1: FORMER Status quo (this is no longer the recommended option)- Implement project charter as approved in September 2023: \$35,000 = \$51,000¹ total

Description of activities in 2024/25

- Trust Council considers TC/EC recommendations and passes resolutions on further revisions required and staff to make those revisions
- Legal review, as required
- Proactive and reactive communications about the project
- Approval in principle by Trust Council
- A six-month internal referral process to local trust committees and Bowen Island Municipality. During this time, local trust committees and Bowen Island Municipality can opt to undertake local public engagement as determined by them (could include some Trust Area Services staff support as needed) at regular or special meetings/events) to inform their referral responses.

Benefits – This is the direction that was initially provided by Trust Council.

Risks – as noted in Risk Assessment section without the risks of lack of contractors skilled at survey design and virtual community workshop design, facilitation and note-taking.

Financial implications – \$51,000 requested would go to:

- Communications - \$26,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
- Legal - \$5,000 - to support the legal aspects of the project as needed
- Public engagement on islands - \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.

Resource requirements – Requires the full-time support of Senior Policy Advisor and additional support from Director of Trust Area Services, and Program Coordinator and Communication Specialist. Staff hours required for public engagement depend on the options selected by local trust committees/Bowen Island Municipal Council. Staff hours required for re-drafting will depend on the scope of changes requested by Trust Council.

Other implications- None.

Option 2²: RECOMMENDED - Option 1 with Trust Area-wide Virtual/Print public survey and Trust Area-wide virtual community workshop): \$81,000 (Option 1 plus \$20,000 for a Trust Area-wide survey to receive input, and \$10,000 for Trust Area-wide virtual community workshop).

Description – This option would include all elements of Option 1 with an additional Trust Area-wide public engagement survey and Trust Area-wide virtual community workshop. The additional funding would go to contracted survey research and preparation, survey design, survey set-up, survey analysis; and a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days).

¹ Includes re-request of unspent \$2023/24 project funds

² Please note – the EC endorsed Option 3 is now this Option 2

Benefits – As for Option 1 with constituents also receiving a virtual engagement option (survey) and Trust Council also receiving survey results that are collected in a consistent manner across the Trust Area; and a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days).

Risks – As identified above in Risk Assessment section.

Financial implications – \$81,000 requested would go to:

- All elements of Option 1, i.e.
 - Communications - \$26,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
 - Legal - \$5,000 - to support the legal aspects of the project as needed
 - Public engagement on islands- \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Trust-wide survey - \$20,000 - \$18,000 for survey design and analysis by contractor, with \$2,000 for printing, distribution and return mail costs for print copies of the survey.
- Virtual Community Workshop - \$10,000 – designed and delivered by contractor, with Islands Trust staff attending as subject matter experts

Resource requirements –

- All elements of Option 1, and
- Trust Area-wide survey – staff time to procure contractor for survey and to monitor the contract
- Virtual Community Workshop – staff time to procure contractor for workshop, advise on content, and to monitor the contract; also a few hours from internal subject matters experts to participate in virtual community workshop.

Other implications - None.

Option 3: Option 1 with Trust Area-wide Virtual/Print public survey (no Trust Area-wide virtual community workshop): \$71,000 (Option 1 plus \$20,000 for a Trust Area-wide survey to receive input).

Description – This option would include all elements of Option 1 with an additional Trust Area wide public engagement survey. The additional funding would go to contracted survey research and preparation, survey design, survey set-up, survey analysis, and survey results report.

Benefits – As for Option 1 with constituents also receiving a virtual engagement option (survey) and Trust Council also receiving survey results that are collected in a consistent manner across the Trust Area.

Risks – As identified above in Risk Assessment section but without the risk of lack of contractor availability for contractors skilled at virtual community workshop design, facilitation and note-taking.

Financial implications – \$71,000 requested would go to:

- All elements of Option 1, i.e.
 - Communications - \$26,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
 - Legal - \$5,000 - to support the legal aspects of the project as needed

- Public engagement on islands- \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Trust-wide survey - \$20,000 - \$18,000 for survey design and analysis by contractor, with \$2,000 for printing, distribution and return mail costs for print copies of the survey.

Resource requirements –

- All elements of Option 1, and
- Trust Area-wide survey – staff time to procure contractor for survey and to monitor the contract

Other implications - None.

Option 4: Option 1 with Virtual Community workshop (No Trust Area-Wide survey): \$61,000 (Option 1 plus \$10,000 for virtual community workshop to receive input).

Description – This option would include all elements of Options 1 and a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days).

Benefits – All benefits of Option 1 plus constituents are offered an event that provides access to subject matter experts; participants in the virtual community workshop can hear the perspectives of people throughout the region, Trust Council receives collated workshop engagement results in a consistent manner.

*Risks –*All of the risks noted above in Risk Assessment section.

Financial implications – \$61,000 requested would go to:

- All elements of Option 1, i.e.
 - Communications - \$26,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
 - Legal - \$5,000 - to support the legal aspects of the project as needed
 - Public engagement on islands - \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Virtual Community Workshop - \$10,000 – designed and delivered by contractor, with Islands Trust staff attending as subject matter experts

Resource requirements –

- All elements of Option 1, and
- Virtual Community Workshop – staff time to procure contractor for workshop, advise on content, and to monitor the contract; also a few hours from internal subject matters experts to participate in virtual community workshop.

Other implications- None.

Option 5: Some of the communication and legal elements of Option 1 with no public engagement: \$15,000

Benefits – Cost and staff time savings; accelerated project delivery leading to some reduced risks to the project (e.g. staff turnover, emerging issue that competes for project resources)

Risks – Trust Council and local trustees would receive unstructured feedback and may receive negative comments about the lack of a fourth phase of public engagement for the project.

Financial implications – \$15,000 requested would go to:

- Communication and legal elements of Option 1 but with no public engagement.
 - Communications - \$10,000 – preparation of basic communications materials but no implementation of communication strategy, no special meetings of LTCs , and no in-person staff support for engagement during the six-month referral process
 - Legal - \$5,000 - to support the legal aspects of the project as needed

Resource requirements – Staff hours saved by not undertaking public engagement depend on the options that would have been selected by local trust committees/Bowen Island Municipal Council, and the extent of unstructured public feedback received.

Other implications- Would require dedicated communications effort to advise the public of key messages such as the following:

- The draft being developed by Trust Council is informed by the results of previous phases of Trust Area wide public engagement, engagement with First Nations and referral agency comments.
- Trustees always want to hear the views of constituents to inform their decisions and votes
- Members of the public can write and present to Trust bodies/Bowen Island Municipality to share their views

Option 6: Not proceed at this time or postpone until a future fiscal year: \$0

Benefits – Staff and financial resources available for other work.

Risks –The risks of not proceeding include the following:

Risk: continuing to operate under the guidance of a 30-year old document that does not reflect Trust Council’s commitments to improve language and guidance relating to reconciliation, climate change and affordable housing may result in decisions that are not consistent with current values or current/predicted environmental conditions.

Risk: the public engagement results may be viewed as dated and no longer relevant.

Risk: staff turnover during a pause in the project could result in a loss of corporate memory leading to inefficiencies and loss of knowledge.

Risk: The Province of BC may amend the Islands Trust Act to require the Islands Trust Council to amend or considering amending the Policy Statement at regular intervals. The Local Government Act requires regional districts to, every five years, seek input on the need for review of the regional growth strategies from its citizens; affected local governments; First Nations; boards of education, greater boards and improvement district boards; and the Provincial and federal governments and their agencies; and consider whether the regional growth strategy must be reviewed for possible amendment.

Financial implications – Funds available for other initiatives.

Resource requirements – Staff time to communicate cancellation or delay of the project.

Other implications- None.

Optional add-on to Options 1-5: Backfill Senior Policy Advisor position temporary part-time (for FY24/25 three days/week): \$71,600

Benefits – Resources available for regular Senior Policy Advisor duties; reduced pressure on other staff to take on this positions’ work. (e.g. Trust Council/local trust committee advocacy/coordination, policy research/development, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, grants in aid administration, research into science topics for accuracy purposes, delegation thank you letters, etc.)

Risks – Delay in recruitment. This is mitigated by having an up to-date job profile that is already through classification process.

Financial implications – \$71,600 requested (would be in addition to costs of Options 1-6)

Resource requirements – Staff time to hire and supervise.

Other implications- None.

SUMMARY TABLE OF ALTERNATIVE OPTIONS						
Activities	Opt 1	Opt 2³ (recommend)	Opt3	Opt4	Opt 5	Opt 6
Communications (\$10 -\$26K)	X	X	X	X	X	
Legal (\$5k)	X	X	X	X	X	
Local LTC/BIM led public engagement (\$20k)	X	X	X	X		
Trust-wide virtual/print survey (\$20k)		X	X			
Trust-wide Virtual Community Workshop (\$10k)		X		X		
SUBTOTAL	\$51k	\$81K	\$71k	\$61k	\$15k	\$0
TOTAL COST with Optional Add-on for staffing backfill (\$71.6k)	\$122.6k	\$152.6K	\$142.6k	\$132.6k	\$86.6k	N/A

CRITICAL SUCCESS FACTORS:

- Full staffing levels within Trust Area Services; administrative support available to manage correspondence as needed
- Adequate internal and external communications to build a shared understanding by members of Trust Council, First Nations, referral agencies, and the public, on the revised draft Policy Statement and the project purpose, scope, and timeline.
- Available staff and contractors
- Trust Council leadership.

RECOMMENDED OPTION:

Option 2 is recommended by Executive Committee.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Comparative regional growth strategy/official community plan update processes in BC local governments have notably higher budgets and cover smaller geographic areas.

Qualitative Analysis:

³ Please note – the EC endorsed Option 3 is now this Option 2

Amending the Islands Trust Policy Statement will enable Trust Council to more effectively carry out its mandate to preserve and protect the unique amenities and environment of the Trust Area. It will also help to fulfill Trust Council's commitments to address reconciliation, climate change, and housing.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Procurement Policy 6.5.3.

PROPOSED IMPLEMENTATION STRATEGY:

As outlined above and as per the Policy Statement Amendment Project Charter and Communications Plan.

STAFF RESOURCING

In FY 2024-25, the project is estimated to require the following staff time:

- 0.25 FTE - TAS Director
- 1.0 FTE - Senior Policy Advisor
- 0.6 FTE - Program Coordinator
- 0.15 FTE - Senior Indigenous Relations Advisor
- 0.15 FTE – Communications Specialist
- 0.1 FTE - Legislative Services Clerk (or other clerks as available)
- Will also require support from staff across the organization.

Without additional staff resources, Trust Area Service's (TAS) regular workload will need to be reduced. During critical periods, a certain amount of overtime is expected to fulfil project needs.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management will be undertaken via proposed updated to the approved project charter.

Communications are guided by a communications plan.

This project will be managed by the Executive Committee with involvement by Trust Programs Committee as appropriate. Staff anticipate that Trust Programs Committee will be deeply involved in developing recommendations for amendment.

First Nations are providing comment on the staff draft in Winter 2024 and will also receive the document for comment after First Reading. Staff have, through work with First Nations to date, heard an interest for the Policy Statement amendment process, including timelines, to be co-designed with participating First Nations, and that this multi-year project is not currently being delivered in a manner that reflects this. Staff have advised that, if there is a desire for fundamental change to the model of project delivery, there is a need for it to be discussed between Islands Trust Council and First Nations' leadership.

Requested by: Executive Committee

Prepared by: Clare Frater, Director, Trust Area Services

Reviewed by: Russ Hotsenpiller, CAO



REQUEST FOR DECISION

To: Trust Programs Committee **For the Meeting of:** February 14, 2024
From: Trust Area Services **Date Prepared:** February 7, 2024
SUBJECT **Wildfire Webinar Project Charter**

RECOMMENDATION: That Trust Programs Committee endorse the Wildfire Webinar Project Charter, dated February 14, 2024.

TRUST AREA SERVICES DIRECTOR COMMENTS: The recommendation would further efforts to advance strategy 4.3 in the Strategic Plan: *develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area.*

PURPOSE: To seek endorsement and direction for a Wildfire Webinar in March 2024 as part of the Stewardship Education Speaker Series.

BACKGROUND:

On May 15, 2023, Trust Programs Committee passed the following motion:

That Trust Programs Committee direct staff to develop project charters for best practices when using a well and saltwater intrusion and groundwater issues; and wildfire prevention webinars.

On August 28, 2023, Trust Programs Committee passed the following resolutions:

That Trust Programs Committee request staff to compile a list of applicable wildfire webinar resources for Trust Programs Committee review before creating another webinar.

That Trust Programs Committee request staff to ask trustees for suggestions on wildfire prevention webinar resources applicable to the Islands Trust Area.

At its November 6, 2023 Trust Programs Committee meeting, the Committee received from staff a list of applicable wildfire prevention resources. In addition, the Trust Programs Committee received information that staff had spoken to Ruth Waldick at Transition Salt Spring Society and learned that she has been doing research into wildfires in the Islands Trust Area and may be interested in hosting a panel for a webinar. Trust Programs Committee subsequently passed the following resolution:

That Trust Programs Committee request staff to bring the list of wildfire prevention material to Trust Council's December meeting for discussion as an on-line stewardship education resource to be posted on the Islands Trust website in February, 2024.

At the December 2023 Trust Council meeting, Trust Council received the wildfire briefing.

Since that time, staff have posted the wildfire webinar resources in a more consumable format (than the table that had previously been presented) to this page <https://islandstrust.bc.ca/programs/wildfires/>. In addition, staff have worked with Ruth Waldick to create a proposed outline for a wildfire webinar that will engage with expert panelists to address:

- What do you need to know about risk of fire in coastal B.C. and the Salish Sea?
- Stewardship as a tool for reducing the risk from fire, drought and extreme weather

Trust Council approved \$15,000 for a stewardship education program in 2023/24. To date, \$4000 has been spent to date to support “Living in the Trust Area” Mailing project and the other two webinars in the Stewardship Education Speaker Series, i.e.,:

- Islands Trust Freshwater Sustainability Strategy and Online Atlas:
 - Details: occurred on January 24, from 7-9pm, with 203 registrations, 101 participants with 74 staying to the end of the webinar. Link to webinar <https://islandstrust.bc.ca/programs/stewardship-education/>
- Groundwater: Our Shared Responsibility!
 - Details: Scheduled for February 13, 2023 at 7pm

A ninety minute wildfire webinar is proposed with presentations from a moderated panel of fire ecologists and conservation practitioners with a moderated Question and Answer session. The session will be delivered in March 2024, exact date TBD.

IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: The webinar will require ½-1 day of Program Coordinator time and ½-1 day of the Communications Specialist time, but this will depend on the amount of follow-up that will be required (e.g. participant evaluation, published Question and Answer document, additional educational materials developed and posted to website). The project will also require time from the Senior Policy Advisor to coordinate with the contracted organizer.

FINANCIAL: The recommendation would result in TPC allocating \$3,800 of its remaining \$10,000 Stewardship Education budget to be used for organizer fees, promotion, and honoraria for panelists and moderator.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will implement the project charter as approved. Staff will also develop a communications plan to support the webinar. Communication materials in support of past webinars have included: news releases, website content, e-mails to subscribers, emails to community groups and past participants, social media posts, and/or newspaper advertisements. Staff also provide content to trustees so they can promote programming through their own channels.

FIRST NATIONS: It is expected that the webinar will touch on the benefits of Indigenous stewardship methods.

OTHER: None.

RELEVANT POLICY: [Communications Policy 6.10.2](#)

ATTACHMENT: Draft Stewardship Education Program – Speaker Series, Project Charter, dated February 14, 2024

RESPONSE OPTIONS

Recommendation:

That Trust Programs Committee endorse the Wildfire Webinar Project Charter, dated February 14, 2024.

Alternatives:

1. Endorse the project charter with amendments
 2. Request a project charter for a different webinar
 3. Request that staff provide additional reporting at a future meeting
 4. Do not endorse the project charter
-

Prepared By: Mary Storzer, Senior Policy Advisor, February 7, 2024

Reviewed By/Date: Clare Frater, Director, Trust Area Services/ February 7, 2023

Purpose To provide one public webinar with fire ecologists and conservation practitioners as panelists with the goal of addressing growing concerns about fire and providing practical advice for those living in the Islands Trust Area

Background: Trust Council’s Strategy Plan includes strategy 4.3 *Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area.*

In May 2023, Trust Program Committee directed staff to develop project charters for webinars about best practices when using a well and saltwater intrusion, groundwater issues; and wildfire prevention. The wildfire prevention webinar set out below will aim to enhance the capacity of individuals and communities in the Islands Trust Area to address wildfire in tangible, practical, and citizen/community-based ways.

The ninety minute wildfire webinar would feature panel presentations with fire ecologist and conservation practitioners with Q and A sessions, and a moderator.

Objectives

- To improve community engagement and participation
- To enhance the capacity of Trust Area community members to respond to climate change.
- To provide an opportunity for community members to ask questions of subject matter experts.

In Scope

- Organization and promotion of a webinar on wildfire prevention that addresses:
- What you need to know about risk of fire in coastal BC/Salish Sea region
- Stewardship as a tool for reducing the risk from fire, drought and extreme weather

Out of Scope

- Additional topics
- Additional webinars

Work plan Overview

Deliverable/Milestone	Date
Implement the speaker series communication and evaluation plan for the webinar	February –April 2024
Host the webinar	March 2024
Implement the speaker series evaluation plan for the webinar	March-April 2024

Project Team		Budget		
Director, Trust Area Services	Project Manager	Budget Source:		
Senior Policy Advisor	Project Support	Fiscal	Item	Cost
Program Coordinator & Communications Specialist	Webinar delivery	2023/24	Organizer Fees (planning, research & facilitation)	\$2,000
Communications Specialist	Promotion	2023/24	Promotion (paid social media)	\$200
Approved by: <i>Clare Frater</i>	Endorsement: TPC resolution #:	2023/24	Honorarium for subset of presenters	\$1,600
Date: February 2, 2024	Date:		Total	\$3,800



BRIEFING

To: Trust Programs Committee **For the Meeting of:** February 14, 2024
From: Staff (TC referral) **Date Prepared:** February 2, 2024
SUBJECT: **Montreal Pledge COP15 Biodiversity Framework and potential impacts for the work of the Islands Trust**

PURPOSE: To convey a request from Trust Council that Trust Programs Committee to consider the possible actions in the briefing and develop recommendations for future strategic planning.

BACKGROUND: This briefing was provided to Trust Council in December 2023 from Trust Programs Committee/Regional Planning Committee. Trust Council discussed the response options and passed the following resolution:

That Trust Council refer the possible actions outlined in this report back to Trust Programs Committee and Regional Planning Committee for inclusion in Trust Council’s strategic planning process.

This briefing content below was written by a Trust Programs Committee/Regional Planning Committee working group considering how the Montreal Charter on Biodiversity impacts the work of the Islands Trust. The joint working group of TPC and RPC, was comprised of Trustees Alex Allen, Tobi Elliott, Sue Ellen Fast and Laura Patrick, and provincially-appointed Trustee Risa Smith, and was reviewed by Trust Program Committee. It was added to the Regional Planning Committee agenda in November but the committee ran out of time to consider it and deferred to the next meeting.

The COP15 to the UN Convention on Biological Diversity (CBD) in Montréal brought together governments from around the world who agreed after much debate to “a historic global framework to safeguard nature and halt and reverse biodiversity loss, putting nature on a path to recovery by 2050.” The K-M Global biodiversity framework consists of four goals and 23 targets to be achieved by 2030, which include:

- Protect 30% of Earth’s lands, oceans, coastal areas, inland waters;
- Reduce by \$500 billion annual harmful government subsidies;
- Cut food waste in half

Trust Council passed a motion responding to a delegation from the Gulf Island Alliance to “consider how the Montréal Charter on biodiversity impacts the work of the Islands Trust and share their thinking with Trust Council.” Four Trustees volunteered to consider and share their thoughts (Allen, Elliott, Fast and Patrick). They were joined by ITC Chair Risa Smith via Zoom in October to discuss the warrants of the Montréal Pledge and its relation to Islands Trust. There wasn’t consensus regarding the pledge and its relevance to the Islands Trust, and it was agreed that each would contribute their thoughts individually. Trustee Elliot compiled them into this document, edits were made, and here it is for consideration of Trust Council.

The K-M Global biodiversity framework consists of 23 targets which “aim to catalyze, enable and galvanize urgent and transformative action by Governments, subnational and local governments, and with the involvement of all society to halt and reverse biodiversity loss”. The Islands Trust, with its unique ‘preserve and protect’ mandate, is well positioned to act on components of this framework.

Target 1: Spatial Planning

Ensure that all areas are under participatory integrated biodiversity inclusive spatial planning and/or effective management processes addressing land and sea use change, to bring the loss of areas of high biodiversity importance, including ecosystems of high ecological integrity, close to zero by 2030, while respecting the rights of indigenous peoples and local communities.

At least three members of our working group agreed that Target 1 seems most applicable to the Islands Trust. The Islands Trust has already recognized that it needs better spatial planning tools, as have local governments in B.C., Canada and globally. Integrated spatial planning is at the heart of “revealing pathways to achievement of multiple nature-based goals at once”, which is what the Islands Trust attempts to do in all of land use planning decisions.

Ensuring our natural habitats are more resilient to the changes that are happening, and can adapt to the changes happening in the near future, requires frequently-updated maps and data that include cumulative impacts and disturbances. Dynamic information is needed now to address the pressures of biodiversity loss and climate change, as well as static information, so that the web of life on the islands can continue to support people and wildlife thriving in the ecosystems we share. Target 1 is a fundamental requirement for strengthened decision-making, better coordination across sectors and increased recognition of nature’s pivotal role in addressing the planetary crisis.

Potential Actions:

Several tools have been developed to help with implementation of Target 1, which may be relevant to the Islands Trust. The Integrated Spatial Planning Workbook (December 2022) by the UN Development Program and the Global Environment Facility may be useful. Google Earth has been developing map-based tools, at a 10-metre resolution, that support local governments in spatial planning, such as “Dynamic World”. Further work on how staff could become trained and make use of google earth products and other tools for spatial planning would be needed. Investments in this type of training would allow us to produce improved maps to support land use planning in the trust area, to support regional planning and conservancy work. We also should be able to work with other agencies’ regional mapping tools, such as the CRD’s Atlas.

One example of how new spatial planning tools are being used in the Átl’ka7tsem/Howe Sound Biosphere Region (which Trust Council supports through the Secretariat function) can be seen with the Wildlife Connectivity project. This collaboration between the Squamish Environment Society (SES), and the Átl’ka7tsem/Howe Sound Biosphere Region Initiative, with Skwx̓ wú7mesh Úxwumixw (Squamish Nation) as a partner, will identify areas that could be protected as habitat connectivity corridors. See article (easy to read): <https://www.squamishchief.com/in-the-community/creating-connections-helping-wildlife-and-people-thrive-in-the-sea-to-sky-5867911>

Bowen Island Conservancy is looking at some of these new dynamic spatial planning tools too. A first step for Islands Trust might be to ask Murray Journeay (quoted in the article above) to lead or suggest someone to lead a webinar for island conservancies and other organizations who protect places on the islands. Trust Programs Committee could explore this as a stewardship-related workshop, and the Regional Planning Committee could explore the implications to improve spatial data used in its land use planning and mapping.

Salt Spring Island LTC, working in cooperation with UBC’s Forest and Conservation Sciences Department, created a GIS-based relational mapping tool using multiple layers including LiDAR. This tool could assist

decision makers in many ways, for example, which part of a land parcel was most important to preserve contiguous forests. However, the tool has disappeared.

Target 3: 30 x 30 Pledge

Ensure and enable that by 2030 at least 30 per cent of terrestrial, inland water, and coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem functions and services, are effectively conserved and managed through ecologically representative, well-connected and equitably governed systems of protected areas and other effective area-based conservation measures, recognizing indigenous and traditional territories, where applicable, and integrated into wider landscapes, seascapes and the ocean, while ensuring that any sustainable use, where appropriate in such areas, is fully consistent with conservation outcomes, recognizing and respecting the rights of indigenous peoples and local communities including over their traditional territories.

Much attention has focused on Target 3, in which signatories pledge to protect 30% of land, inland waters and marine areas, and to restore 30% of the planet’s degraded terrestrial, inland water, coastal and marine ecosystems by 2030. This target seems most applicable to the Islands Trust Conservancy’s work, and for the Islands Trust’s work in cooperation with local conservancies and not-for-profits.

Table 1 contains percentage of protected area using 2019 data:

<https://islandstrust.bc.ca/conservancy/conservation-planning/achievements/>

Local Trust Area	Protected Area (ha)	% of area protected
Ballenas-Winchelsea Islands	64.14	19.91
Bowen Island	1085.88	21.49
Denman Island	1271.7	24.68
Gabriola Island	701.58	12.06
Galiano Island	1472.05	24.39
Gambier/Keats	1628.67	16.59
Hornby Island	699.85	23.48
Lasqueti Island	989.16	13.44
Mayne Island	196.85	8.31
North Pender	1026.2	19.58
Salt Spring Island	4466.79	22.70
Saturna Island	1641.39	45.97
South Pender Island	293.88	32.16
Thetis Island	192.43	3.96

Total	15730.51	19.55
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Potential Action

One way the Islands Trust could participate in this work is exploring participating in the newly-launched Municipal Protected Areas Project (MPAP). The project aims to work “with local governments to encourage contributions to the 30 by 30 target and increase protection for natural areas in BC and across Canada.” Their goal is to increase the registration of nature reserves and conservation covenants in the Canadian Protected and Conserved Areas Database (CPCAD) by assessing and registering municipal lands in the database at no cost.

The project has just started, with a webinar for municipal staff and a brief introduction at the Howe Sound Community Forum in October 2023 (no website yet). Since the project aims to do the work to register protected properties that meet the criteria, staff resources required may be minimal. Participating in this national project will help ensure that Islands Trust is well positioned to seek future support and resources. Contact Andrew Banks: conservation@bcnature.ca

The Islands Trust could also explore, develop and implement planning-based incentives to drive further participation in conserving land, contributing further to 30 x 30.

A Dissenting View

One member of our working group disagreed that the K-M Biodiversity framework is applicable to the Islands Trust. The following contribution outlines some of the potential ethical issues underlying the framework’s goals, and outline the structural issues that may result from the Islands Trust taking on work that may be beyond its scope, capacity or mandate:

First, this comes from a delegation, which has resulted in Trust Council apparently responding immediately by passing some lofty motion that is beyond our jurisdiction or capacity. Secondly, the pledge is about cities taking 15 actions, not islands or small rural communities. In the host’s words, “COP15 was a crucial opportunity that we seized to engage the world’s cities in concrete actions to protect biodiversity.” Canadian cities that signed the pledge include: Laval, Quebec, Sherbrooke, Montreal, Longueuil, Levis, Gatineau, Terrebonne, Trois-Rivieres, Toronto, Mississauga, Windsor and Vancouver. Not islands and not rural communities.

The 15 actions fell under one of the following three categories:

1. Reducing threats to biodiversity.
2. Sharing the benefits of biodiversity.
3. Solutions, governance, management and education.

Reducing threats to biodiversity and generating solutions... all the actions are worthy and lofty. Except it is not what it seems; the actions are all under the umbrella of *nature as capital*. This controversial concept of nature-based solutions was also a dividing issue for many at the convention. The United Nations Environment Assembly defines nature-based solutions as actions that “protect, conserve, restore, sustainably use and manage” ecosystems, that “effectively address social, economic and environmental challenges and also provide human well being, ecosystem services and biodiversity benefits.”

A report by the Friends of the Earth International accused “industry” of trying to “turn nature into a business” and placed the blame on the Convention on Biological Diversity (CBD). The report added that industry representatives often appear at UN biodiversity talks under “promisingly green-sounding

names” and advocate or lobby for the inclusion of terms such as “no net loss,” “net gain,” “nature positive” and of course, “nature-based solutions.” It is worth noting that the CBD denied multiple requests to provide a full delegates list and, thus, it is not known how many industry representatives attended COP15. Another partner, the World Business Counsel for Sustainable Development (WBCSD) is a confederation of approximately 200 of the world’s largest corporations that promote their business practices under the cloak of “sustainable development.” Members include fossil fuel corporations like Royal Dutch Shell, BP, Chevron Corporation, and Suncor Energy. Mining giant Vale S.A. Syngenta, the maker of atrazine, the amphibian-poisoning pesticide. Bayer, the maker of neonicotinoid pesticides. Five of the top twenty most toxic air-polluting corporations in the US (E.I. du Pont de Nemours, Bayer, BASF, Dow Chemical, and Eastman Chemical) and three of the top fifteen most toxic water polluting corporations (Dow, Eastman, and BASF) are also members.

When biodiversity becomes *nature capital*, it is not protecting biodiversity it is protecting corporations under the guise of “sustainable development.” This practice, which in theory should lead to no net loss of nature and biodiversity, leads to an untenable contradiction. It means that nature can only be conserved if it is first destroyed. The single biggest threat to the environment and to nature is the dominance of these nature- based principles and practices. Yet they are promoted by the world’s most powerful and entrenched organizations, alongside such “conservation” organizations as the Intergovernmental Panel on Biodiversity and Ecosystem Services, NatCap (the Stanford-based Natural Capital Project), and the world’s largest conservation organizations (The Nature Conservancy, the World Wildlife Fund, and Conservation International). The relationships are all too cozy. Nature Conservancy and the Wildlife Fund are partners with NatCap and the chief scientists of both organizations also sit on the NatCap Board.

The common argument made by proponents of natural capital, that it helps to make the value of nature visible, is deeply flawed. The value of nature is perfectly visible to investors. They know that destroying it is far more profitable than saving it. An even more fundamental point is that destruction of nature is increasingly becoming the basis for the conservation of nature. Programs built on natural capital are usually geared towards offsetting the destruction of nature, which becomes the main source of the money needed for investing in conservation. In the logic of natural capital, investments in unsustainable economic activities are therefore “compensated” by equal investments in sustainable activities. What’s the economic value of salmon or orcas versus the economic benefit of the Roberts Bank Terminal expansion? How can aquatic life adequately compensate for the Trans Mountain Pipeline expansion?

Donald S. Maier wrote in his paper ‘Should biodiversity and nature have to earn their keep?’ that these “institutions and their non-corporate supporters embody a tragic irony: While they regard and promote themselves as devoted to conservation of biodiversity, ecosystems, and nature, these organizations follow principles that ensure their destruction.” This “nature” creep is everywhere. Exhibit A: In 2006, Nature Conservancy of Canada’s mission was “to preserve the plants, animals, and natural communities that represent the diversity of life on Earth by protecting the lands and water they need to survive.” Today, their purpose: “with nature, we build a thriving world to conserve portfolios of functional conservation areas within and across ecoregions. Through this portfolio approach, we will work with partners to conserve an array of ecological systems and viable native species ... nature can better deliver essential services that support life. By connecting landscapes that provide nature-based solutions, we’re taking care of places.”

In 2010, Cormac Cullinan wrote in *The Legal Case for the Universal Declaration of Mother Earth*, that “existing governance systems are not working. Despite a huge increase in environmental laws and treaties over the last few decades and redoubled enforcement efforts, climate change, the loss of biological diversity and unique ecosystems, the depletion of fish stocks, the over-exploitation of fresh water resources, the loss of soil and desertification are continuing. The evidence that human regulatory

systems are failing to prevent the destruction of the living communities and natural processes that are essential to most forms of life, is now overwhelming.”

We should all have very deep moral reasons to reject these econometric principles to biodiversity, nature, and other environmental goods. As Maier eloquently wrote, “biodiversity and nature should not have to earn their keep.”

ATTACHMENT(S): (links only)

1. Convention on Biological Diversity, Conference of the Parties, 2022, *Decision Adopted/Kunming-Montreal Global Biodiversity Framework*: <https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf>
2. United Nations, 2022, *Press Release: Nations Adopt Four Goals, 23 Targets for 2030 In Landmark UN Biodiversity Agreement*: <https://www.un.org/sustainabledevelopment/blog/2022/12/press-release-nations-adopt-four-goals-23-targets-for-2030-in-landmark-un-biodiversity-agreement/>
3. United Nations Development Programme, 2022 updated September 2023, *Integrated Spatial Planning Workbook*: <https://www.undp.org/publications/integrated-spatial-planning-workbook>
<https://www.undp.org/publications/integrated-spatial-planning-workbook%20>
4. Thuncher, J. 2022, *Creating connections: Helping wildlife and people thrive in the Sea to Sky*: <https://www.squamishchief.com/in-the-community/creating-connections-helping-wildlife-and-people-thrive-in-the-sea-to-sky-5867911#>
5. Municipal Protected Areas Project (MPAP) brochure
6. Maier D.S. 2018, *Should biodiversity and nature have to earn their keep? What it really means to bring environmental goods into the marketplace*: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5884767/>
7. Cullinan, C. 2010, *The Universal Declaration of the Rights of Mother Earth*: <https://www.garn.org/wp-content/uploads/2021/09/Legal-Case-for-Universal-Declaration-Cormac-Cullinan.pdf>

 <p>MUNICIPAL PROTECTED AREAS PROJECT</p> <p><i>Inspired by Canada's commitment to conserve 30 percent of land and water by 2030 (30x30)</i></p> <p>The Municipal Protected Areas Project (MPAP) is a collaborative initiative to advance Canada's commitment, under the UN Convention on Biological Diversity, to protect at least 30 percent of our lands and waters by 2030 – also known as the 30 by 30 target. The project focuses on working with local governments to encourage contributions to the 30 by 30 target and increase protection for natural areas in BC and across Canada.</p>	<p>2022 Conservation Status in Canada</p> <p>13.6% of its terrestrial area (land and freshwater) 14.7% of its marine territory</p> <p>2022 Conservation Status in BC</p> <p>15.4% of land base 3.2% of B.C.'s marine areas</p> <p>Importance of Local Governments</p> <ul style="list-style-type: none"> ❖ Municipal natural areas are home to rich biological diversity ❖ Municipal natural areas play a critical role in local adaptation to climate change ❖ Helps achieve Canada's biodiversity commitments in a meaningful way for communities <p>Benefits of Local Governments Participation</p> <ul style="list-style-type: none"> ✓ Raises the profile of local government's work for biodiversity ✓ Validates local government's conservation policies and approaches ✓ Builds collaboration between local governments and local conservation organizations ✓ Ensures local governments are well positioned to seek future support and resources for conserved areas 	<p>Local Government protected areas are under-reported on the Canadian Protected and Conserved Areas Database (CPCAD)</p> <p>What Qualifies?</p> <p>Natural areas can be added to the Canadian Protected and Conserved Areas Database (CPCAD) if they:</p> <ul style="list-style-type: none"> ❖ Have clearly defined geographical boundaries ❖ Achieve in-situ conservation of biodiversity ❖ Prohibit actions incompatible with conservation ❖ Are intended to be protected into perpetuity <p>BC Nature MPAP team can:</p> <ul style="list-style-type: none"> ✓ Assess municipal lands for registry at no cost ✓ Undertake the registry process for CPCAD at no cost ✓ Engage with local clubs to generate excitement about conservation ✓ Provide resources in the protection of lands ✓ Identify opportunities for new lands to be conserved and protected <p>For more information on MPAP, contact us at:</p> <p>conservation@bcnature.ca</p>
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Further Reading:

- *Natural Capital in BC's Lower Mainland Valuing the Benefits from Nature*. David Suzuki Foundation (Solutions are in Our Nature), Pacific Parklands Foundation (2010)
- *Natural Asset Infrastructure in British Columbia: Barriers and Opportunities*. Municipal Natural Assets Initiative (Making Nature Count) (2023)
- *Legal Primer Natural Asset Management by Local Governments in Canada*. Municipal Natural Assets Initiative (Making Nature Count) (2023)
- *Towards an Eco-Asset Strategy in the Town of Gibsons*. Municipal Natural Assets Initiative (Making Nature Count) (2023)
- *Managing Natural Assets to Increase Coastal Resilience Town of Gibsons British Columbia*. Municipal Natural Assets Initiative (Making Nature Count) (2023)
- *Toward a 2030 Biodiversity Strategy for Canada: Halting and reversing nature loss Discussion Paper*. Environment and Climate Change Canada (2023)
- *Stepping Up on Biodiversity: What the Kunming-Montreal Global Biodiversity Framework means for responsible investors*. UN Environment Programme (April 2023)

Watch:

- *Natural Capital & Ecosystem Services. Natural Capital Project*
- Dr. Anne Guerry, Chief Strategy Officer and Lead Scientist for the Natural Capital Project, introduces the concepts of natural capital and ecosystem services. (YouTube)

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

Response Options:

- 1) That Trust Programs Committee recommend to Trust Council that the following actions be considered in the next strategic planning process:
- 2) That Trust Programs Committee defer consideration of this briefing to a future.

Prepared By: Clare Frater, Director, Trust Area Services using a prior briefing co-produced by Trustees Alex Allen, Tobi Elliott, Sue Ellen Fast and Laura Patrick, and provincially-appointed Trustee Risa Smith

Reviewed By/Date:

Future Projects Report

Trust Programs Committee

1. <i>Update Crown Land Agreements</i>	Responsible	Date Received
<p>Implement Crown Land Protocol project charter V2 and engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements about Crown land into one agreement.</p>		19-Jun-2014
2. <i>Community Benefit Land Trust Concept</i>	Responsible	Date Received
<p>Further consideration of the Community Benefit Land Trust Concept briefing presented to TPC on February 5, 2021.</p>		05-Feb-2021
3. <i>Community Stewardship Awards Program</i>	Responsible	Date Received
<p>Trust Council Policy 2.1.11 Administration of Community Stewardship Awards Program states: Islands Trust Programs Committee of Trust Council is responsible for initiating Islands Trust Community Stewardship Awards Program in February in the final year of each term.</p>		02-Dec-2021

Active Projects Report

Trust Programs Committee

1. *Policy Statement Amendment Project*

Provide recommendations to Executive Committee on the content of the revised draft Policy Statement.

Responsible

Clare Frater
Mary Storzer

Dates

Rec'd: 21-Jun-2017
Target: 01-Oct-2026

2. *Stewardship Education Program*

Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area. (Strategic Plan strategy #4.3). This includes the Living in the Trust Area project guided by the project charter endorsed by TPC.

Responsible

Clare Frater
Gillian Nicol

Dates

Rec'd: 13-Aug-2020
Target: 29-Mar-2024

3. *Secretariat Role to Forums within the Trust Area*

Administer Secretariat Services program. Strategic Plan item 5.2

Responsible

Clare Frater
Gillian Nicol

Dates

Rec'd: 20-Jun-2018
Target: 29-Mar-2024