



**The Islands Trust Executive Committee
Acting as a
Local Trust Committee
AGENDA**

**REGULAR BUSINESS MEETING
OF
THE ISLANDS TRUST EXECUTIVE COMMITTEE ACTING AS A LOCAL TRUST COMMITTEE**
held Wednesday, October 9, 2013 at 10:00 am
Islands Trust Office, 700 North Road, Gabriola Island, BC

LATE ITEMS, ADDITIONS

**AMENDMENTS/ADDITIONS
TO ITEMS:**

- 11. NEW BUSINESS**
- 11.3 Briefing regarding Strategic Plan from Linda Adams, Chief Administrative Officer, dated October 3, 2013 - *attached*

- 13. NEXT REGULAR BUSINESS MEETING DATE**
Monday, February 24, 2014 at 10:00 am at Islands Trust, Northern Office – Boardroom, 700 North Road, Gabriola Island, BC



BRIEFING

To: Local Trust Committees
From: Linda Adams
 Chief Administrative Officer
For the Meeting of: (LTC meetings in Oct. and Nov.)
Date prepared: October 3, 2013
File No.: Strategic Plan

SUBJECT: ISLANDS TRUST COUNCIL STRATEGIC PLAN – LTC INPUT

DESCRIPTION OF ISSUE:

Local Trust Committee input to Islands Trust Council Strategic Plan

BACKGROUND:

At its meeting in September 2013, the Islands Trust Council endorsed the Objectives, Strategies, Activities and Phases (columns 1-3) illustrated in the August 27, 2013 version of its Strategic Plan for 2011-2014 (Attachment 1).

Trust Council also requested Council Committees, Local Trust Committees and the Trust Fund Board to provide recommendations to the Financial Planning Committee and the Executive Committee in November, regarding:

- a. Their projected ability to complete Strategic Plan items on target
- b. Identification of any Strategic Plan items they recommend for amendment, removal or delay
- c. Identification of any items that should be added to the Strategic Plan
- d. Recommendations regarding any new resources that should be included in the annual budget in order to complete Strategic Plan items on target

Trust Council has requested the Financial Planning Committee to use the August 27, 2013 version of the Strategic Plan for the purposes of budget development, after considering recommendations of other Council committees, local trust committees and the Trust Fund Board. It has also requested the Executive Committee to make recommendations in December 2013 regarding amendments to the Strategic Plan for 2011-2014.

The August 27, 2013 version of Trust Council's Strategic Plan is being circulated to Council Committees, local trust committees and the Trust Fund Board as requested.

The Financial Planning Committee will meet on October 30 and November 13 to discuss a first draft of the 2014/2014 annual budget for Trust Council's review in December 2013. Following public consultation in February 2014, Trust Council would then adopt a budget in March 2014 and amend its Strategic Plan, as necessary, in response to the budget it has adopted.

ATTACHMENT(S):

- Attachment 1 - Islands Trust Council Strategic Plan – August 27, 2013
- The Request for Decision material considered by Trust Council's in September 2013 is available in Trust Council's September 2013 Agenda Package (see Item 3.4) at: <http://www.islandstrust.bc.ca/uploads/meetings/2013/9/93/package/Sept%202013%20Trust%20Council%20Decision%20and%20Information%20Items%20Agenda%20Package.pdf>

AVAILABLE OPTIONS:

Each local trust committee may wish to provide advice to the Financial Planning Committee and the Executive Committee in regards to any items on the Strategic Plan that relate to its operations, specifically:

- a. The local trust committee's projected ability to complete Strategic Plan items on target
- b. Identification of any Strategic Plan items that a local trust committee recommends for amendment, removal or delay
- c. Identification of any items that a local trust committee indicates should be added to the Strategic Plan
- d. Recommendations regarding any new resources that a local trust committee indicates should be included in the annual budget in order to complete Strategic Plan items on target

FOLLOW-UP:

LTCs to consider providing advice to the Executive Committee and the Financial Planning Committee, by resolution, as indicated.

While early advice regarding Strategic Plan items that relate to LTC work would be most helpful, LTCs could also undertake further review and provide input after the December 2013 meeting of Trust Council.

Prepared By: Linda Adams, Chief Administrative Officer

Reviewed By/Date: David Marlor, Director – Local Planning Services – October 4, 2013

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Islands Trust

Preserving Island
communities, culture
and environment

Our Provincial Mandate

“to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia”

– Islands Trust Act



Islands Trust Council — Strategic Plan 2011-2014

Adopted September 12, 2012 – updated to September 12, 2013

The Trust Area

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

The beauty, tranquility, and sometimes fragile natural environment of the islands in the Strait of Georgia and Howe Sound, characterized by an exceptional variety of species, have given the area national recognition.

The islands support strong communities characterized by a mix of lifestyles, livelihoods and individuals. Island residents bring unique skills, viewpoints and sense of place together to sustain a tradition of community involvement.

Our Council

The Islands Trust Council has a unique mandate from the province to preserve and protect the amenities and environment of the Islands Trust Area, for the benefit of residents and all British Columbians. It meets quarterly to make decisions about the Islands Trust’s overall policy, advocacy positions, staff resources and budget. Trust Council is made up of the 26 locally-elected trustees who also sit on 12 local trust committees and one island municipality. There they have responsibilities for land use planning and regulatory decisions that are separate from their role at the Islands Trust Council. The current Council was elected for a 3-year term during BC Local General Elections in November 2011. Trustee terms will end in November 2014.

A Strategic Plan for the 2011-2014 term

The Islands Trust Policy Statement is partially implemented through Council’s strategic plan. By identifying goals and developing a plan to achieve them, Council focuses finite resources and measures progress. After extensive review and public input, Trust Council has confirmed the following focus areas for its 2011-2014 term:

Goal A - Ecosystem Preservation and Protection

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

- Encouraging and enabling islanders in voluntary stewardship actions that protect special areas, including the shoreline
- Working to protect fish habitat under BC’s Riparian Areas Regulation
- Protecting special ecosystems, managing shoreline areas and reducing greenhouse gas emissions when land use decisions are made
- Advocating for new approaches to oil spill preparedness, derelict vessels, industrial developments, aquaculture, marine sewage and national marine conservation

Goal B – Stewardship of Island Resources

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

- Encouraging voluntary stewardship, advocating for legislative reform and exploring creative solutions for watershed management
- Using land use planning tools and decisions to protect the quality and quantity of water resources

Goal C – Sustain Island Character and Healthy Communities

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

- Creating linkages between islanders and regional districts to share effective economic development models
- Continuing to advocate for sustainable, affordable and appropriate ferry services
- Using land use planning tools and decisions to positively affect housing affordability, food security and farmland protection

Goal D – In Cooperation with Others

The Islands Trust will work with others by:

- Strengthening relations with the many First Nations who have interests in island land use decisions
- Continually working to improve our organizational effectiveness

Shaded text=activities primarily achieved in prior fiscal years or proposed for future fiscal years and subject to future budget decisions;
Italics=changes since last Trust Council meeting

NOTE: Status column has now been colour coded to provide a quick visual indicator, as follows:

	Not due to start or awaiting actions of others
	Completed
	In Progress – On Target
	Partially In Progress – Partially On Target (i.e. on target, by one or few LTCs)
	In progress - Behind Target (e.g. not funded, delayed by other priorities, etc.)
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Policy Statement Goal A: Ecosystem Preservation and Protection...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
1 PROTECT the natural environment of islands	1.1 Encourage voluntary stewardship of natural environment	<u>FY 2011/12- 2014/15</u> 1.1.1 Promote community participation in conservation through information sharing and education about private land stewardship options	TFB	Subject to funding in annual budgets or grant funding	By whether the Islands Trust Fund is actively promoting its conservation programs at community events, in publications and online	Ongoing
		<u>FY 2012/13 – 2013/14</u> 1.1.2 Share information about best practices for covenants and NAPTEP with all planning staff	TFB	Funded by base budget	By whether planners have been provided with covenant education opportunities and whether information is available through the Islands Trust Fund website	Website information complete ITF presentation to LPS not started
		<u>FY 2012/13 – 2014/15</u> 1.1.3 Improve and update mapping of natural and modified environments, including terrestrial ecosystem mapping, protected area networks, nearshore mapping and areas under sustainable forestry or sustainable agricultural use.	TFB	Funded by program budget in 2013/14 \$22K for eelgrass mapping; \$10K for forage fish mapping Further work subject to 2014/15 budget \$22K for eelgrass mapping; 10K for forage fish mapping	By whether maps of natural and modified environments are available to LTC's and BIM, RDs, local conservancies and other partners	Draft Protected Area Network mapping available; eelgrass mapping completed for Gambier, Thetis, Thetis associated islands (except Valdes) Lasqueti, North Pender, South Pender and Mayne and forage fish habitat mapping completed for North and South Pender; additional eelgrass mapping in progress
		<u>FY 2013/14</u> 1.1.4 Research and develop a pilot landowner contact program in collaboration with a local conservancy	TFB	Subject to external funding	By whether a landowner contact pilot program is implemented	Planning in progress

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ++
		<u>FY 2011/12 - 2014/15</u> 1.1.5 Support island-based land trusts with partnerships, funding and capacity building opportunities	TFB		Funded by base budget and donations	By whether the Opportunity Fund grows by at least 10% per year and by the amount of grants issued	Recent grants awarded to Pender Island Conservancy (\$5,000) and Salt Spring Island Conservancy (\$5,000)
		<u>FY 2013/14</u> 1.1.6 Council workshop regarding invasive species	TFB		Funded by base budget	By whether a Trust Council workshop has been held	Scheduled for Dec/13 Trust Council meeting
		<u>FY 2013/14 - 2014/15</u> 1.1.7 Share information with the public about managing invasive species	TFB		Subject to funding in 2014/15 program budget	By whether information has been shared with the public	In progress. Invasive species control information shared through ITF website and e-newsletter
	1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area	<u>FY 2012/13</u> 1.2.1 Present NAPTEP program to BIM Council for consideration	TFB	BIM***	Funded by base budget	By whether or not BIM has considered participating in the NAPTEP program	Complete. BIM declined for current term
		<u>FY 2013/14</u> 1.2.2 Seek support from Metro Vancouver RD for NAPTEP.	TFB		Funded by base budget	By whether support from Metro Vancouver RD (MVRD) has been sought	Complete
		<u>FY 2013/14 - 2014/15</u> 1.2.3 Launch NAPTEP on the islands in MVRDRD (subject to BIM and MVRD approval)	TFB		Funded by base budget	By whether NAPTEP has been launched on the islands within the MVRD	Complete. Program launched on Gambier LTC islands. BIM declined for current term.
	1.3 Protect fish habitat by implementing Riparian Areas Regulation	<u>PHASE 1 – Identify watersheds</u> <u>FY 2014/15</u> 1.3.1 Identify RAR watersheds on Gambier and Lasqueti	LTCs**		Subject to budget	By whether all RAR watersheds on Gambier and Lasqueti have been identified	Not due Not started
		<u>PHASE 2 – Improve mapping</u> <u>FY 2012/13</u> 1.3.2 Improve mapping of some riparian areas on SSI	LTCs**		Funded by 2012/13 program budget	By whether new mapping of priority riparian areas is complete	Complete
		<u>FY 2013/14</u> 1.3.3 Improve mapping of additional riparian areas on Denman, Hornby and Salt Spring islands	LTCs**		Funded in 2013/14 program budget \$71,000 RAR budget \$30,000 Sci/Tech budget	By whether new mapping of riparian areas is complete	Project planning underway
<u>FY 2014/15</u> 1.3.4 Improve mapping of additional riparian areas on Gambier, Lasqueti and Salt Spring islands		LTCs**		Subject to budget	By whether new mapping of riparian areas is complete	Not due Not started	
<u>PHASE 3 – Adopt bylaws</u> <u>FY 2012/13 - 2013/14</u> 1.3.5 Adopt new bylaws to implement RAR on selected		LTCs**		Funded by 2013/14 program budget	By whether Gabriola, Mayne and Saturna are RAR compliant through bylaw development	Saturna complete Gabriola, Mayne & Thetis in progress	

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
		islands (Gabriola, Mayne, Saturna, Thetis)					
		<u>FY 2014/15</u> 1.3.6 Adopt new bylaws to implement RAR on all islands where still required (Ballenas/Winchelsea, Denman, Hornby, and one Salt Spring watershed)	LTCs**		Subject to budget	By whether Ballenas/Winchelsea, Denman, Hornby and one Salt Spring watershed are compliant with RAR through bylaw development	Not due Not started
		<u>FY 2015/16 - ?</u> 1.3.7 Adopt new bylaws to implement RAR on all Lasqueti, Gambier and remainder of Salt Spring)	LTCs**		Subject to budget	By whether all Gambier, Lasqueti and Salt Spring watersheds are compliant with RAR through bylaw development	Not due Not started
	1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund	<u>FY 2012/13 – 2013/14</u> 1.4.1 Seek legislative change regarding TFB corporate structure and name	EC	TFB	Funded by base budget	By whether legislative change has been requested	Chair correspondence sent Nov/12. Initial response received Feb/13
		<u>FY 2011/12 – 2014/15</u> 1.4.2 Engage in outreach to expand donor base, develop legacy giving program and secure acquisition funds	TFB*		Partially funded through 2012/13 program budget	By whether the TFB has implemented outreach regarding funding needs and legacy gifts	Information package prepared re Planned Giving
		<u>FY 2014/15</u> 1.4.3 Develop and implement strategy re changes to corporate structure and name	TFB		Subject to 2014/15 program budget	By whether TFB corporate status and name change has been implemented	Not started. Not due unless province makes legislative changes
		<u>FY 2015/16</u> 1.4.4 Review and launch long-term funding strategy	TFB		Subject to 2015/16 program budget	By whether the long-term funding strategy has been reviewed and launched	Not started. Not due unless province makes legislative changes
	1.5 Establish core conservation areas to protect biodiversity priorities	<u>FY 2011/12- 2012/13</u> 1.5.1 Map and prioritize high biodiversity areas and develop a strategy for protection	TFB		Funded by base budget	By whether the TFB has a prioritized high biodiversity areas, and developed a strategy including a funding needs assessment)	Mapping of high priority areas underway
		<u>FY 2011/12 – 2014/15</u> 1.5.2 Protect land with high biodiversity, through acquisition, donation, or conservation covenant	TFB*		Partial funding through base budget; acquisitions funded by donations and external grants	By whether the TFB has protected at least 500 hectares of high biodiversity land in the timeframe of the Regional Conservation Plan 2011-2015	144 hectares protected since 2011
	1.6 Use land use planning tools and decisions to increase protection of special areas	<u>FY 2013/14</u> 1.6.1 Explore model land use planning tools that protect species and ecosystems at risk	LPC		Funded by base budget	By whether a staff report on model land use planning tools has been completed	Not started. Pending provincial working group recommendations. Staff participating on prov. working group.

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ++
		1.6.2 Trustee workshop about protection of special areas	TFB	Funded by base budget	By whether a trustee workshop has been held	Complete
		FY 2011/12 – 2014/15 1.6.3 Develop policy, OCP and LUB amendments that include protective measures for biodiversity	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether OCPs and LUBs have been amended to address improved protection of biodiversity	Some reviews underway (details to be confirmed)
	1.7 Reduce greenhouse gas emissions	FY 2012/13 – 2013/14 1.7.1 Include GHG emission reduction targets, policies and actions in all OCPs, as required by LGA	LTCs	Funded by program budget	By whether all OCPs comply with LGA re GHG emissions	18 of 19 comply. Outstanding OCP (Piers Island) on work program for 2013, but work not started
		FY 2012/13 - 2014/15 1.7.2 Use new planning tools (Bill 27) to reduce greenhouse gas emissions to implement OCP policies LTCs adopted last term (e.g. as illustrated in Council toolkit Reducing Greenhouse Gases in the Islands Trust Area)	LTCs**/BIM***	Funded in 2013/14 annual budget	By whether LTCs/BIM have used new planning tools to foster reduced GHG emissions from development	Gabriola working on regulations to implement OCP policies
		FY 2012/13 – 2013/14 1.7.3 Develop policy regarding carbon-neutral operations and purchase of carbon credits to balance GHG emissions that cannot be eliminated	FPC	Funded by base budget	By whether Trust Council has adopted a policy	Complete
2. PROTECT coastal and marine ecosystems	2.1 Encourage understanding of shoreline processes and voluntary stewardship of coastal and marine ecosystems	FY 2012/13 2.1.1 Develop integrated shoreline and watershed protection mapping for major islands	LPC	Funded by external grants	By whether integrated shoreline and watershed protection mapping has been developed for major islands	Complete
		FY 2013/14 2.1.2 Identify and post updated website links regarding existing shoreline stewardship information	TAS	Funded by base budget	By whether website links have been updated	Complete
		FY 2014/15 2.1.3. Pilot a Green Shores for Homes credit rating incentive system in one LTA	LTCs**	Subject to successful grant application	By whether an LTC has piloted a Green Shores for Homes credit rating incentive system	Not started. Funding not recommended by LPC. Dependent upon grant application. LPC to reconsider in Nov/13
	2.2 Use land use planning tools and decisions to improve protection of coastal areas	FY 2013/14 – 2014/15 2.2.1 Adopt regulatory bylaws with respect to integrated shoreline and watershed protection mapping	LTCs**	Subject to funding in future program budgets	By whether LTCs have adopted regulatory bylaws	Reviewed by Thetis LTC. Educational program being considered/developed by N Pender, S Pender, Thetis

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ++
		2.2.2 Develop mechanisms for proactive bylaw enforcement of illegal structures on the foreshore	LPC/LTCs**	Funded in 2013/14 program budget (\$2000)	By whether mechanisms have been developed	LPC recommends educational approach, not proactive enforcement
	2.3 Participate in planning for National Marine Conservation Area Reserve	FY 2011/12 – 2014/15 2.3.1 Advocate for implementation of the NMCA reserve	EC	Funded by base budget	By whether the EC has continued to actively advocate for implementation of the NMCA reserve	Resolution supported by TC in Dec 2012 Feb 2013 Chair letters to Ministers Lake & Kent
		2.3.2 Participate in NMCA workshops and consultation opportunities	LTCs** TAS EC	May require additional funds	By level of participation in NMCA workshops and consultation opportunities	Workshops attended in Aug and Oct No funding proposed in 2013/14 budget. LTCs commenting on boundary details
		Future fiscal years (TBD) 2.3.3 Respond to NMCA implementation steps with complementary activities, as required	LTCs**	May require additional funds	TBD	Not due Not started
		FY 2011/12 – 2014/15 2.4.1 Chair correspondence regarding oil spill prevention and response	EC	Funded by base budget	By whether the Chair has sent correspondence to advocate for oil spill prevention and response	2011: 7 letters sent 2012: 1 letters sent 2013: 3 letters sent Related resolutions passed at UBCM 2012 and AVICC 2013 conventions
	2.4 Advocate for protection of the Salish Sea and Howe Sound from oil spills, derelict vessels and industrial activities	2.4.2 Chair participation in hearings related to tanker traffic increases	EC	Funded by base budget	By whether the Chair has participated in hearings related to tanker traffic increase	NEB hearing presentation Aug 2012
		2.4.3 Host local government workshops to raise awareness of gaps in oil spill prevention and response capacity	EC	Funded by base budget	By whether workshops have been held	One workshop held at AVICC. Jan 2013 Chair presentation to Regional District Nanaimo Board. 2013: Chair presentation at San Juan County marine managers workshop
		2.4.4 Participate in mock oil spill exercises to understand gaps in oil spill response capacity	EC	Funded by base budget	By whether participation has taken place	Participation in two exercises in 2012
		FY 2011/12 – 2014/15 2.4.5 Continue to advocate for senior government solutions to derelict vessels	EC	Funded by base budget	By whether the Islands Trust has continued to advocate for derelict vessel solutions	Islands Trust participation on derelict vessel working group is on-going Mar/13 Letter to minister seeking

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ++
						action on Transport Canada report Organized resolution, clinic and meeting with Minister at UBCM
		<u>FY 2011/12 – 2013/14</u> 2.4.6 Advocate regarding potential impacts of the proposed Raven Coal Mine upon Baynes Sound	EC	Funded by base budget	By whether the Executive Committee has advocated regarding the proposed Raven Coal Mine	Complete May/13 BC EAO rejected proposal as submitted
		<u>FY 2012/13 – 2014/15</u> 2.4.7 Advocate regarding potential impacts of the proposed Burnco Gravel Mine upon Howe Sound	EC	Funded by base budget	By whether the Executive Committee has advocated regarding the proposed Burnco Gravel Mine	Not started
		<u>FY 2013/14 – 2014/15</u> 2.4.8 Clarify jurisdictional issues related to Islands Trust Area boundary	EC	Funded by base budget	By whether a method to clarify jurisdictional issues has been implemented	Preliminary discussion with ministry staff Initial briefing prepared for EC
	2.5 Advocate for appropriate regulation of aquaculture	<u>FY 2013/14 – 2014/15</u> 2.5.1 Collaborate with Department of Fisheries and Oceans regarding shellfish regulations through local government advisory committee as a pilot project for one LTC (Denman)	LTCs**	Funded in 2013/14 program budget (\$1000)	By whether the Denman Island LTC has collaborated with DFO on a pilot project	Not3.3. Impl started (Denman unsuccessfully sought representation on DFO committee)
	2.6 Advocate for effective regulation of marine sewage	<u>FY 2011/12 – 2014/15</u> 2.6.1 Chair correspondence regarding marine sewage regulation	EC	Funded by base budget	By whether the Chair has written to advocate for regulation of marine sewage	Research and mapping in progress
		2.6.2 Amend OCP policies to require sewage pump-outs as a condition of new/expanded marinas (i.e. during rezoning applications)	LTCs**/BIM***	Funded by base budget	By whether OCP policies require sewage pump-outs as a condition of marina development/expansion	No new OCP amendments since adoption of Strategic Plan

NOTE: Status column has now been colour coded to provide a quick visual indicator, as follows

	Not due to start or awaiting actions of others
	Completed
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	In progress - Behind Target (e.g. not funded, delayed by other priorities, etc.)
	Not started – Behind target

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

TC	STRATEGIES	ACTIVITES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ⁺⁺
3. PROTECT quality and quantity of water resources	3.1 Encourage understanding and voluntary stewardship of water resources	<u>FY 2013/14</u> 3.1.1 Compile educational materials about water resources done by local groups and identify gaps	TPC	Funded by base budget	By whether the need for new educational materials had been defined.	Complete
		3.1.2 Fill identified gaps with new educational materials about water resources	TPC	Funded by base budget	By whether new educational materials have been created	Not started
		<u>FY 2014/15</u> 3.1.3. Develop an on-going water stewardship program	TPC	Subject to 2014/15 program budget	By whether an on-going water stewardship program has been funded and launched	Not due Not started
	3.2 Advocate for provincial Water Act reform	<u>FY 2011/12 – 2014/15</u> 3.2.1 Continue to participate in Water Act reform consultations	EC	Funded by base budget	By whether participation in Water Act reform has taken place	Not started Pending provincial action
	3.3 Use land use planning tools and decisions to protect water quality and quantity	<u>FY 2013/14</u> 3.3.1 Develop toolkit for use by LTCs/BIM that illustrates options for using planning tools to protect water quality and quantity	LPC	Funded by 2013/14 program budget (\$2500)	By whether a toolkit has been developed	Project charter approved by LPC; Report underway
		<u>FY 2013/14 – 2014/15</u> 3.3.2 Amend OCPs to include new policies for water resource protection	LTCs**/BIM***	Funded in 2013/14 program budget	By whether OCPs have been amended to include new policies about water resource protection	Galiano DAI bylaw adopted - addresses water protection
		3.3.3 Amend LUBs to include new regulations aimed at protection of water quality and quantity	LTCs**/BIM***	Funded in 2013/14 program budget	By whether LUBs have been amended to include new regulations aimed at protection of water quality and quantity	No LUB work begun
		<u>FY 2013/14</u> 3.3.4 Develop model Development Permit Areas that LTCs and BIM may consider in regards to water conservation	LPC	Funded in 2013/14 program budget (\$2500)	By whether model Development Permit Areas have been developed	Not started

TC	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ⁺⁺
		<u>FY 2014/15</u> 3.3.5 Adopt new Development Permit Areas to enhance water conservation	LTCs**/BIM***	Subject to funding in 2014/15 program budget	By whether LTCs/BIM have adopted new Development Permit Areas to enhance water conservation	Not due Not started
	3.4 Explore alternative tools for improving watershed management	<u>FY 2012-13</u> 3.4.1. Identify options within the Islands Trust Act for coordination of watershed protection	EC	Funded by base budget	By whether options have been identified	Complete
		<u>FY 2013-14</u> 3.4.2 Consider pilot project for coordination of watershed protection within one LTA	LTCs**	Partially funded by base budget.	By whether a pilot project has been considered	Complete St. Mary Lake Watershed Working Group formed on SSI. June/13 - TC adopted bylaw to delegate some TC coordination and advocacy powers to SSILTC.

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

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ⁺⁺
4. ENHANCE community economic sustainability and security	4.1 Create linkages between islands and Regional Districts to share effective and appropriate economic sustainability models	<u>FY 2013/14</u> 4.1.1 Half day session on Trust Area economic sustainability at Dec 2013 Council in Victoria, inviting all EA reps	TPC	Funded by base budget	By whether a joint session has occurred	Sept/12 RD discussion at UBCM breakfast Aug/13 TPC approved project charter
	4.2 Advocate for sustainable, affordable and appropriate ferry	<u>FY 2013/14</u> 4.2.1 Develop and implement research program in support of advocacy program	TPC	Funded in 2013/14 program budget (\$20,000)	By whether a research program has been developed and implemented	Aug/13 TPC approved research program

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ⁺⁺
	service	<u>FY 2011/12 – 2014/15</u> 4.2.2 Continue advocacy program regarding ferry fares and service.	EC	Funded by base budget	By whether advocacy actions have been taken in regards to ferry fares and service	Submission sent to Minister Polak Chair meetings with Minister Polak, opposition critics and ferry commissioner
	4.3 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (as described in Trust Council's toolkit, Community Housing Toolkit)	<u>FY 2011/12 – 2014/15</u> 4.3.1 Amend OCPs to include affordable housing policies	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether OCPs have been amended to include new affordable housing policies	Some OCP reviews underway. Hornby considering OCP amendments to allow secondary suites.
		4.3.2 Amend LUBs to improve availability of affordable housing	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether LUBs have been amended to improve availability of affordable housing	SSI LUB amended to legalize secondary suites in some locations.
	4.4 Use land use planning tools and decisions to increase local food security and farmland protection (as described in Trust Council's 2010 report, Exploring Food Security in the Trust Area)	<u>FY 2012/13 – 2014/15</u> 4.4.1 Amend OCPs to include food security and farmland protection policies	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether OCPs have been amended to address food security and farmland protection	Included in Gabriola OCP reviews (details to be confirmed)
		4.4.2 Amend LUBs to improve food security	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether LUBs have been amended to improve food security	Included in Gabriola LUB review (details to be confirmed)

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	Not started – Behind target

Goal D: In cooperation with others...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ⁺⁺
5. STRENGTHEN relations with First Nations	5.1 Improve consultation/engagement with First Nations during land use referrals	<u>FY 2011/12 – 2014/15</u> 5.1.1 Adopt First Nations Consultation Strategy	TAS	LPS	Funded by 2011/12 program budget	By whether Trust Council has adopted a First Nations Consultation Strategy	First draft to TC Jun/12. Final draft pending LPS capacity to consider financial and staffing implications
		5.1.2 Trustee workshop on working with aboriginal peoples	EC		Funded by 2012/13 program budget	By whether a trustee workshop has been held	Complete
		<u>FY 2012/13 – 2014/15</u> 5.1.3 Implement 'essential' and 'quick start' improvements to land use referral system that do not require additional resources, as identified in FN Consultation Strategy	LPS	TAS	Funded by base budget	By whether all 'essential' and 'quick start' improvements that do not require additional resources have been implemented	2 of 2 'essential' improvements in progress 3 of 8 'quick start' improvements in progress
		<u>FY 2013/14</u> 5.1.4 Identify resource needs for improved FN consultation and engagement	EC		Funded by base budget	By whether the resource needs for improved consultation and engagement has been identified	Not started. Pending completion of First Nations Consultation Strategy
		<u>FY 2014/15</u> 5.1.5 Implement improvements identified in the FN Consultation Strategy as longer term or requiring additional resources	LPS	TAS	Subject to increase in future base budget to support an additional LPS position	By whether all improvements identified in the FN Consultation Strategy as longer term or requiring additional resources have been implemented	Not started Not due
	5.2 Improve consultation/engagement with First Nations during Trust Council's marine and terrestrial protection work	<u>FY 2014/15</u> 5.2.1 Improve consultation and engagement re free Crown grant program	TAS		Subject to increase in base budget	By whether consultation and engagement has been improved	Not started. Not due. Pending increased staff capacity
		<u>FY 2012/13 – 2014/15</u> 5.2.2 Improve communication and coordination during marine protection advocacy	EC		Subject to increase in base budget	By whether consultation and engagement has been improved	Not started. Pending staff capacity
6. IMPROVE organizational	6.1 Confirm a fair distribution of Islands	<u>FY 2012/13</u> 6.1.1 Review and amend	FPC		Funded by base budget	By whether Policy 7.2.vi has been amended	Complete

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ⁺⁺	
cost and operational effectiveness	Trust Services to Bowen Island Municipality	Policy 7.2.vi (Municipal Requisition Cost Allocations)					
		FY 2012/13 – 2014/15 6.1.2 Identify Bowen Island Municipality needs for services provided by Trust Area Services unit	TAS	Funded by base budget	By whether BIM needs for TAS services have been identified	Initial discussion held Sep/12. Chair follow up sent Oct/12 and Jan/13 Awaiting BIM response	
		6.1.3 Identify improved opportunities for BIM to access services provided through Trust Area Services unit	TAS	Funded by base budget	By whether opportunities for BIM to access TAS services have been identified	Pending requests from BIM Staff follow up e-mail to CAO sent Jan/13 Awaiting BIM response	
		6.1.4 Review budget lines to ensure accurate allocation of costs	FPC	Funded by base budget	By whether budget lines have been reviewed	Staff review of line items underway. Initial discussion at FPC complete. BIM staff contacted for discussion.	
		FY 2013/14 6.1.5 Provide additional TAS services to BIM	TAS	Funded by base budget	By whether BIM is accessing additional TAS services as identified	Improved notice of IT items to BIM. Pending requests from BIM. BIM staff invited to training opportunities.	
	6.2 Improve cost-recovery from development application fees	FY 2013/14 6.2.1 Develop model fees bylaw for consideration by LTCs	LPC	FPC	Subject to annual program budget	By whether a model bylaw has been developed	TC referred to LPC/FPC before bylaw drafting begins. Not funded in 2013/14 program budget. LPC and FPC recommend 10% fee increase
		FY 2013/14 6.2.2 Consider adoption of amended fees bylaws.	LPC/LTCs**		Funded by base budget	By whether LTCs have adopted amended fees bylaws that improve cost recovery	Not started
	6.3 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island (if province advances a	FY 2013/14 6.3.1 Provide input into provincial study that assesses impact on Islands Trust of the potential incorporation of Salt Spring Island and identifies	EC		Funded and managed by province	By whether input has been provided	In progress. Input into study terms of reference complete. Response to initial info requests from

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ⁺⁺
	provincial restructure study for SSI)	alternative adaptation strategies					consultant complete.
		<u>FY 2014/15</u> 6.3.2 Consider options and adopt an adaptation strategy, for Islands Trust to implement in the event of municipal incorporation of Salt Spring Island	FPC	EC	Subject to future budgets	By whether options for an adaptation strategy have been considered and a preferred strategy adopted by Trust Council.	Not started. Not due unless a SSI restructure study is launched and is nearing completion
		<u>FY 2014/15(?) - ?</u> 6.3.3 Implement adopted adaptation strategy	EC		Subject to future budgets	By whether an strategy has been implemented to adapt to incorporation of SSI	Not started Not due unless SSI community passes a referendum to incorporate as a municipality
		<u>FY 2014/15(?)</u> 6.3.4 Review existing IT-MCSCD protocol agreement regarding incorporation of municipalities in the Islands Trust Area	EC		Funded by base budget	By whether the protocol agreement with the ministry has been reviewed and amended	Not started Not due unless a SSI restructure study is launched
	6.4 Review service delivery regarding application processing	<u>FY 2013/14</u> 6.4.1 Consider development and use of a quality management system pilot on Salt Spring Island for processing of development applications	LTC**		Funded in 2013/14 program budget	By whether a quality management system has been considered by the SSILTC for one type of application process	Not started

* subject to decisions of Trust Fund Board

**subject to decisions of local trust committees

***subject to decisions of Bowen Island Municipality

Abbreviations:

AVICC – Assoc. of Vancouver Island Coastal Communities
 BIM – Bowen Island Municipality
 EC – Executive Committee
 FN – First Nations
 FPC – Financial Planning Committee
 FY – Fiscal Year
 IT – Islands Trust
 ITF – Islands Trust Fund
 ITPS – Islands Trust Policy Statement
 LGA – Local Government Act
 LPC – Local Planning Committee

LPS – Local Planning Services
 LTA – Local Trust Area
 LTC – Local Trust Committee
 LUB – Land Use Bylaw
 MCSCD – Ministry of Community, Sport and Cultural Development
 MVRD – Metro Vancouver Regional District
 NA – Not Applicable
 NEB – National Energy Board
 NAPTEP – Natural Area Protection Tax Exemption Program
 NMCA – National Marine Conservation Area

OCP – Official Community Plan
 ProD – Professional Development
 RAR – Riparian Areas Regulation
 RD – Regional District
 RFD – Request for Decision
 SSI – Salt Spring Island
 TAS – Trust Area Services
 TBD – To Be Determined
 TC – Trust Council
 TFB – Trust Fund Board
 TPC – Trust Programs Committee
 UBCM – Union of BC Municipalities

For more information, contact:

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Colour Key for Middle Column:

Colour	Potential committee/unit/body taking lead for a potential strategy
	Local Planning (through Local Planning Committee, Local Planning Services staff, Local Trust Committees or Bowen Island Municipality)
	Trust Programs Committee or Trust Area Services staff
	Executive Committee
	Trust Fund Board or Islands Trust Fund staff
	Financial Planning Committee

++ Colour Key for Status Column:

Colour	Status Description
	Not due to start or awaiting actions of others
	Completed
	In Progress – On Target
	Partially In Progress – Partially On Target (i.e. on target, by one or few LTCs)
	In progress - Behind target (e.g. not funded, delayed by other priorities, etc.)
	Not started – Behind target



Islands Trust

Strategic Planning Process (2013-2014)

