

(attached under separate cover)



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 2008-2011

Adopted: September, 2009 – Updated: Feb 16, 2011

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 unique natural environment of the islands in the Strait of Georgia and Howe Sound 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 is made up of the 26 locally-elected officials of the Trust Area who are responsible for land use decisions in their island communities. Our Council has a unique mandate from the province to protect the unique environment and amenities of the islands. It meets quarterly to make decisions about overall policy, staff resources and budget. Our current Council was elected for a 3-year term during BC Local General Elections in November 2008. The current term will end in December 2011.

A Strategic Plan for our 2008-2011 term

Since December 2008, we have worked hard to identify the most important goals for the current term. By identifying these goals and developing a strategic plan to achieve them, we can focus finite resources and measure progress. Through adoption of a Strategic Plan, we have confirmed the following focus areas for our 2008-2011 term:

Goal 1 Ecosystem Preservation and Protection

We can create a legacy for the future by preserving and protecting the most significant parts of our natural environment:

- We will identify and protect our most significant riparian areas.
- We will improve the identification and protection of island biodiversity, as well as our most sensitive environments, and significant natural areas.
- We will work to reduce greenhouse gas emissions, both by managing our internal operations and by fostering energy-efficient communities in our land use decisions.

Goal 2 Stewardship of Island Resources

We will work to steward island resources, and to ensure that the scale, rate and type of development is compatible with the maintenance of island ecosystems.

- We will use land use planning tools to address the sustainability and quality of freshwater resources.
- We will support initiatives to achieve reliable, adequate and sustainable funding for the Trust Fund Board, our conservation land trust.
- We will take steps to advance good management of coastal areas, by encouraging landowner stewardship and by considering new planning tools.

Goal 3: Sustain Island Character and Healthy Communities

We recognize that the health of our communities is improved if our islands are safe and secure, if there is strong public involvement in decision-making, and if we accommodate people of differing age groups and income levels.

- We will work to support and restore socio-economic diversity with strategies for affordable, accessible and appropriate community housing.
- We will work to understand and minimize the negative effects that climate change could have on island communities.
- We will cultivate community engagement and participation in land use planning.

Goal 4 Organizational Effectiveness

Our island communities need effective and efficient government services:

- We will continue our work to provide services on an increasingly cost-effective basis.
- We will encourage recognition and support of the Islands Trust object by our communities and by other agencies and levels of government.

(Italics indicate significant changes since last Trust Council meeting; shaded text represents actions in past and future years)

*** See last page for key to abbreviations used in this document**

Goal 1: 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 <i>Italics indicate status changes since last TC meeting</i>
1.1 To identify and protect riparian areas	1.1.1 Implement Riparian Area Regulations throughout the Trust Area	<u>FY 2009/10</u> 1.1.1.1 Review watershed mapping by UBC	LPC	Funded by 09/10 program budget	By whether watershed mapping contract is complete.	Complete
		<u>FY 2010/11 & 2011/12</u> 1.1.1.2 Obtain MOE designation of RAR watersheds	LPC	Funded by base budget	By whether MOE designation of RAR watersheds is complete	Designation for 11 LTAs <i>in progress</i>
		<u>FY 2010/11</u> 1.1.1.3 Establish application processing procedures compliant with RAR	LPC	Funded by base budget	By whether all applications are processed compliant with RAR	Complete
		<u>FY 2010/11 & 2011/12</u> 1.1.1.4 Develop bylaws re RAR requirements, subject to MOE's RAR designation	LTCs/BIM*	Funded by 10/11 program budget	By whether all islands are RAR compliant through bylaw development	Two islands are RAR compliant through bylaw development. Model staff report to LTCs <i>is with planners.</i>
		<u>FY 2010/11 & 2011/12</u> 1.1.1.5 Develop communications materials about RAR for use in LTC meetings	LPC	Funded by 10/11 program budget	By whether staff have developed RAR communications materials	QEP presentation made to Trust Council in Sept 2010. A presentation is available to all LTCs
		<u>FY 2010/11 & 2011/12</u> 1.1.1.6 Utilize RAR communication materials in LTC meetings	LTCs	Funded by 10/11 program budget	By whether LTCs have utilized RAR communications materials	<i>Underway</i>
	1.1.2 Integrate riparian area protection into Regional Conservation Plan	<u>FY 2009/10 & 2010/11</u> 1.1.2.1 Within the Regional Conservation Plan, set targets and develop implementation plan for riparian area protection where mapping is completed.	TFB**	Funded by base budget	By whether the 2011-2015 Regional Conservation Plan and implementation plan is complete	<i>Complete</i>
		<u>FY 2011/12</u> 1.1.2.2 Implement riparian area protection strategy	TFB**	Subject to funding	To be determined (by objectives set in RCP)	Not started
		1.1.2.3 Mapping of non-RAR watercourses and riparian areas	TFB**	Subject to funding	By whether mapping of non-RAR watercourses and riparian areas is complete	Not started
	1.2 To improve the identification and protection of biodiversity,	1.2.1 Continue improvements to mapping data (i.e. ecosystem maps)	<u>FY 2009/10</u> 1.2.1.1 Complete DEM acquisition & implementation programs for Trust Area	LPC	Funded by 09/10 program budget	By whether DEM program is complete
<u>FY 2010/11 & 2011/12</u> 1.2.1.2 Complete SEM acquisition and implementation programs for Trust Area			LPC	Funded by 10/11 program budget	By whether SEM program is complete	On track for completion this term
		<u>FY 2009/10</u>	TFB**	Funded by	By whether mapping is finalized	Complete

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environmentally sensitive areas and significant natural sites, features and landforms		1.2.1.3 Finalize TEM mapping for Howe Sound		09/10 program budget			
	1.2.2 Develop 2011-2015 Regional Conservation Plan (RCP)	<u>FY 2009/10 & 2010/11</u> 1.2.2.1 Complete first draft of RCP	TFB**	Funded by 09/10 program budget	By whether first draft is complete	Complete	
		<u>FY 2010/11</u> 1.2.2.2 Community consultation re RCP	TFB**	Funded by base budget	By whether consultation has been completed	Complete	
		1.2.2.3 Finalize RCP	TFB**	Funded by base budget	By whether plan is finalized	<i>Complete</i>	
		<u>FY 2011/12</u> 1.2.2.4 Implement RCP	TFB**	LTCs	May be subject to funding	By whether plan has been implemented	<i>Council planning session – Mar/11</i>
	1.2.3 Protect sensitive and significant land through land use planning decisions	<u>2008-2011 term</u> 1.2.3.1 Optimize opportunities to protect land	LTCs/BIM*	Funded by base budget	By the hectares of land that have been protected	Awaiting opportunities and LTC decisions. (e.g. Denman Provincial Park). LTCs are developing relevant OCP policies on several islands.	
	1.2.4 Monitor and enforce LTC conservation covenants	<u>FY 2009/10 & 2010/11</u> 1.2.4.1 Establish management plan for LTC conservation covenants	LPC	Funded by base budget	By whether a management plan has been finalized	Covenant inventory complete. Covenant monitoring report to Trust Council in Mar/11.	
		<u>FY 2011/12</u> 1.2.4.2 Implement management/monitoring program for LTC conservation covenants	LPC	Funded by base budget	By whether the management plan has been funded and implemented	Not started	
	1.2.5 Improve protection & planning for 'executive' islands	<u>FY 2009/10</u> 1.2.5.1 Develop work program for Executive Islands	EC	LTC	Funded by base budget	By whether a work program for Executive Islands protection has been approved.	Complete
		<u>FY 2010/11 & 2011/12</u> 1.2.5.2 Develop new bylaws for 'executive' islands	EC	LTC	Subject to funding (11/12 budget)	By whether new bylaws have been developed.	<i>First draft of OCP prepared. Funds included in proposed 2011/12 budget</i>
	1.2.6 Finalize Crown land profiles (including ID of environmentally sensitive areas, etc.)	<u>FY 2009/10 & 2010/11</u> 1.2.6.1 Finalize Bowen and Gambier profiles	TPC	Funded by 09/10 program budget	By whether Bowen and Gambier Crown land profiles are complete	Bowen – <i>pending Parks Canada proposal</i> Gambier – <i>scope under review</i>	
		<u>FY 2009/10</u> 1.2.7.1 Approach Comox Valley RD	TPC	Funded by base budget	By whether Comox Valley RD has been formally contacted to discuss NAPTEP	Complete	

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	1.2.7 Expand NAPTEP program to entire Islands Trust Area	<u>FY 2010/11</u> 1.2.7.2 Roll out to Comox Valley RD	TFB**		Funded by 10/11 program budget	By whether NAPTEP program is in place in Comox Valley RD.	<i>Complete</i>
		<u>FY 2010/11</u> 1.2.7.3 Approach Powell River RD	TPC		Funded by base budget	By whether Powell River RD has been formally contacted to discuss NAPTEP	<i>Complete Outreach begun</i>
	1.2.8 Seek legislative change to NAPTEP to expand to island municipalities	<u>FY 2009/10 & 2010/11</u> 1.2.8.1 Monitor/advocate with MCRD re legislative changes for 2010	EC		Funded by base budget	By whether legislative changes have been made.	Complete
		<u>FY 2011/2012</u> 1.2.8.2 Roll out on Bowen (develop tax impact models, agreements & revised promotional materials)	TAS	TFB**	Subject to funding (11/12 budget)	By whether NAPTEP is in place in Bowen Island Municipality	<i>Funding included in proposed 2011/12 budget</i>
	1.2.9 Acquire land for conservation	<u>FY 2009/10 & 2010/11</u> 1.2.9.1 Complete Fairy Fen Crown land Acquisition (Bowen)	TAS	TFB**	Funded by base budget	By whether Fairy Fen Crown land has been acquired.	Complete
		<u>FY 2010/11 & 2011/12</u> 1.2.9.2 Initiate action on Lasqueti Crown land acquisition	TFB**		Funded by donors	By whether funding is in place for acquisition.	<i>Pending TFB priorities for Crown land acquisition</i>
		1.2.9.3 Initiate FN consultation re Lasqueti Crown land acquisition (if acquisition funding in place).	TAS	TFB**	Funded by base budget	By whether consultation is complete	In progress
	1.2.10 Develop and implement plans to ensure safety and ecological integrity of protected areas	<u>FY 2009/10</u> 1.2.10.1 Hire property manager	TFB**		Funded by base budget	By whether property manager has been hired	Complete
		<u>FY 2010/11 & 2011/12</u> 1.2.10.2 Implement high priority management recommendations from Risk Management Assessment	TFB**		Funded by base budget	By the number of high priority risk management tasks completed	<i>Competed 4 out of 6 high priority tasks</i>
		<u>FY 2010/11 & 2011/12</u> 1.2.10.3 Implement medium and low priority management recommendations from Risk Management Assessment	TFB**		Funded by base budget and donors	By the number of medium and low priority risk management tasks completed	<i>Completed 9 out of 10 medium priority tasks</i>
1.3 To reduce greenhouse gas emissions	1.3.1 Make Islands Trust organizational operations carbon neutral by 2012	<u>FY 2009/10</u> 1.3.1.1 Collect data regarding organizational GHG emissions	TAS		Funded by 09/10 program budget	By whether data have been collected	Complete
		<u>FY 2009/10</u> 1.3.1.2 Develop strategy to reduce GHG or purchase offsets.	TAS		Funded by 09/10 program budget	By whether a strategy has been developed	Complete

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		FY 2009/10 to 2011/12 1.3.1.3 Implement the staff education program and GHG reduction strategies and actions related to transportation, building energy use, and paper consumption set out in our 2008 Corporate Climate Action Plan	ADMIN		Funded by base budget	By whether the 2008 Corporate Climate Action Plan has been implemented.	In progress
		FY 2011/12 1.3.1.4 Develop policy regarding carbon neutrality and purchase of carbon offsets	TAS	FPC	Funded by 11/12 budget	By whether a policy regarding carbon neutrality and carbon offset purchase is complete	Initial research and training begun. <i>Council workshops planned for June 2011</i>
		FY 2012/13 1.3.1.5 Purchase carbon offsets for remaining corporate emissions	ADMIN		Subject to funding (12/13 budget)	By whether IT operations are carbon neutral.	<i>Not started. Pending policy development</i>
		FY 2012/13 1.3.1.6 Initiate on-going corporate emissions reporting	ADMIN		Subject to funding (future budgets)	By whether we have a program for on-going reporting of corporate emissions.	Initial planning started
	1.3.2 Provide information on community GHG emissions for each island	FY 2010/11 & 2011/12 1.3.2.1 Finalize community GHG emissions inventories	TPC	LPC	Funded by 10/11 program budget GB LTA subject to 11/12 budget	By whether GHG emissions inventories have been prepared for each LTA/IM.	Complete except for GB LTA assoc islands <i>(funding included in proposed 2011/12 budget)</i>
		1.3.2.2 Review inventories at Trust Council workshop	TPC	LPC	Funded by 09/10 program budget	By whether Council has reviewed GHG emission inventories.	Complete
		FY 2010/11 1.3.2.3 Establish and fund a strategy for ongoing reporting of community GHG emissions	TPC		May be subject to funding	By whether we have developed and funded an on-going strategy to report community GHG emissions.	Complete (Province will provide 2007 baseline + 2010 and every 2 years thereafter)
		FY 2012/13 1.3.2.4 Evaluate and respond to 2012 provincial reports regarding GHG emissions	LPC		Subject to funding (12/13 budget)	By whether community GHG emissions reductions are reducing	Not started
	1.3.3 Recommend emission reduction targets and provide model policies and actions for consideration in island OCP amendments	FY 2009/10 1.3.3.1 Hold Council workshop on GHG emission reduction, with advice about targets and a 'menu' of model policies and actions for inclusion in OCPs	TPC		Funded by 09/10 program budget	By whether we have held a Trust Council workshop and provided recommended targets, model policies and actions by Sept 09.	Complete
		FY 2009/10 1.3.3.2 Develop communications tools to assist LTCs in including GHG emission reduction targets, policies and actions in OCPs.	TPC		Funded by 09/10 program budget	By whether communications tools have been distributed to LTCs.	Complete

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	1.3.4 Amend OCPs to include emission reduction targets, policies and actions (TPAs)	<u>FY 2009/10</u> 1.3.4.1 LPS staff to attend ministry workshops for planners re TPAs	LPS	Funded by base budget	By whether relevant staff have attended workshops	Complete
		1.3.4.2 Develop a Trust-wide work program to include targets, policies and actions for GHG emission reduction in all island OCPs by legislated deadline (May 31/10)	LPC	Funded by base budget	By whether LTCs and BIM have focused work programs to include targets, policies and actions for GHG emission reduction in their OCPs.	Complete
		<u>FY 2010/11 & 2011/12</u> 1.3.4.3 Establish targets, policies, and actions in OCPs by legislated deadline (May 31/10)	LTCs/BIM*	Funded by 09/10 and 10/11 program budgets.	By whether all OCPs have been amended to include GHG emission reduction targets, policies and actions by May 31/10	Targets, policies and action included in <i>eighteen</i> OCPs submitted for ministerial approval. <i>One</i> planned for 11/12.
	1.3.5 Foster energy-efficient communities through land use planning decisions	<u>FY 2009/10</u> 1.3.5.1 Develop relevant information on a Trust-wide basis that will serve all LTCs	LPC	Funded by program budget (09/10 budget)	By whether we have developed tools to assist LTCs/IMs in reducing GHG emissions through land use decisions	Complete
		<u>FY 2010/11</u> 1.3.5.2 Consider the inclusion of the information provided by the LPC into appropriate bylaws and processes	LTCs/BIM*	Funded by 10/11 program budget	By whether GHG emission reduction is achieved in LTC land use decisions	All future OCP reviews must address GHG emissions reduction
	1.3.6 Foster energy efficient communities through public education	<u>FY 2009/10</u> 1.3.6.1 Place relevant links on IT website	TAS	Funded by base budget	By whether relevant links are on IT website	Webpage complete Addition of new links on-going
		<u>FY 2010/11</u> 1.3.6.2 Develop new public education tools in addition to website.	LTCs	Funded by program budget	By whether new public education tools have been funded and developed	GHG Communications Plan being implemented regionally. Staff training re GHG emission reduction scenarios complete
		<u>FY 2011/12</u> 1.3.6.3 Continue development of new public education tools	TPC	Subject to budget (11/12)	By whether new public education tools have been funded and developed	<i>Not funded in proposed 2011/12 budget.</i>

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Goal 2: Stewardship of Island Resources...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
2.1 To increase the sustainability and quality of freshwater resources	2.1.1 Include new policies and regulations as OCPs and LUBs are amended	<u>FY 2009/10</u> 2.1.1.1 Provide trustees and planning staff with Groundwater Bylaws Toolkit	TAS	Funded by base budget	By whether Groundwater Bylaws Toolkit has been circulated.	Complete
		<u>FY 2009/10</u> 2.1.1.2 OCP/LUB reviews underway on selected islands	LTCs	Funded by 09/10 program budget	By the number of LTCs/IM with new policies and regulations for protection of freshwater resources	Reviews continuing in 10/11
		<u>FY 2010/11 & 2011/12</u> 2.1.1.3 OCP/LUB reviews underway on selected islands	LTCs	Funded by 10/11 program budget		Reviews underway or planned to begin in 10/11
		<u>FY 2010/11 & 2011/12</u> 2.1.1.4 Advocate for provincial regulation of island groundwater	TAS	Funded by base budget	By whether submissions to the provincial review have been made	First and second submissions complete
2.2 To establish reliable, adequate and sustainable funding for TFB to meet Regional Conservation Plan goals and stewardship requirements for protected lands	2.2.1 Identify and implement strategies for long-term funding	<u>FY 2009/10 & 2010/11</u> 2.2.1.1 Analyze options and develop a long term funding strategy	TFB**	Funded by 09/10 program budget	By whether a strategy has been adopted	Compete
		2.2.1.2 Prepare implementation plan including the development of a business case in support of the long-term funding strategy	TFB**	Funded by 10/11 program budget	By whether the implementation plan and business case have been developed	Received advice from Province to focus on specific properties and on building public profile
		<u>FY 2010/11 and beyond</u> 2.2.1.3 Execute the implementation plan. Evaluate and adjust plan as required – Develop strategy for name change	TFB**	Subject to funding	In early stages: by whether initial reaction to the long-term funding strategy is positive. Later on: by whether we have secured source(s) of long-term funding.	Action Plan to TFB in July 2010 to include seeking champions and identifying specific properties to acquire <i>RFD re proposed new name to Council Mar/11</i>
		<u>FY 2011/12</u> <i>Seek legislative change re new name</i>	TFB**	Funded by base budget	By whether legislation has been changed	Not started
		<u>FY 2012/13</u> 2.2.1.4 Implement name change strategy IF any required legislative change is in place	TFB	Subject to funding	By whether a name change strategy has been implemented	Not started
2.3 To advance the stewardship of coastal areas and marine shore lands	2.3.1 Provide stewardship information about waterfront lands to community members	<u>FY 2009/10</u> 2.3.1.1 Host a landowner workshop on one island	TFB**	Funded by base budget	By whether one workshop has been hosted	Complete (workshop on Pender held)
		<u>FY 2009/10 & 2010/11</u> 2.3.1.2 Update website links regarding existing shoreline stewardship information	TPC	Funded by base budget	By whether website links have been updated	Content being developed in cooperation with TFB and LPS

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2.3.2 Develop and implement new land use planning tools for shoreline and marine protection		FY 2011/12 2.3.1.3 Circulate stewardship information to shoreline property owners	LPC		Subject to budget or grants	By whether stewardship information has been circulated	See item 2.3.2.4
		FY 2009/10 2.3.2.1 Develop integrated shoreline and watershed protection mapping for one island to assist OCP process (joint UBC/IT project)	LPC		Funded by 09/10 program budget	By whether mapping is complete	Complete
		FY 2009/10 to 2011/12 2.3.2.2 Thetis Island LTC – consider the use of integrated shoreline & watershed protection into OCP review process	LTC		Funded by 09/10 & 10/11 program budget	By whether OCP has been amended to include new forms of protection	Background shoreline research complete OCP review underway
		FY 2010/11 2.3.2.3 Provide recommendations to the Trust Council regarding a Trust –wide adoption of an integrated shoreline & watershed protection approach for OCP processes	LPC		Funded by base budget	By whether recommendations have been provided to TC.	Complete
		FY 2011/12 2.3.2.4 Initiate Green Shores for Homes project: Extend integrated shoreline & watershed protection approach to Islands Trust Area	EC	LTC/BIM*	External and internal funding in place	By whether integrated shoreline and watershed protection mapping is complete	Work underway

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Goal 3: 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
3.1 To support socio-economic diversity of island communities	3.1.1 Support/restore socio-economic diversity through land use planning strategies about affordable/accessible/appropriate housing	<u>FY 2009/10</u> 3.1.1.1 Provide recommendations and guidance for LTCs with respect to relevant options for land use planning decisions to advance affordable housing	LPC		Funded by 09/10 program budget	By whether recommendations/guidance has been provided.	Complete
		<u>FY 2010/11 & 2011/12</u> 3.1.1.2 Consider implementing land use planning decisions to advance affordable housing	LTCs		Funded by 10/11 programs budget	By the number of LTCs have implemented land use planning decisions regarding affordable housing.	Being taken into consideration in current OCP reviews
		<u>FY 2011/12</u> 3.1.1.3 Measure and report on island housing affordability	TAS	LPS	TBD	TBD	Completed for SSI&GB May be included in indicators program
	3.1.2 Support local food security	<u>FY 2009/10</u> 3.1.2.1 Support public education by creating IT resource webpage (e.g. with SSI area farm plan) and encouraging community gardens	TAS	LPS	Funded by base budget	By whether IT resource webpage with food security links have been created	Complete
		<u>FY 2009/10</u> 3.1.2.2 Provide trustees with current BC documents about local government's role in food security	TAS		Funded by base budget	By whether relevant documents have been provided to trustees	Complete
		<u>FY 2010/11 & 2011/12</u> 3.1.2.3 Complete a second area farm plan (Denman)	LTC		Initially funded by 10/11 programs budget. Completion subject to funding (11/12 budget)	By whether a second area farm plan is complete	<i>Denman Agricultural Strategy posted on-line. Matching funding received. Funding included in proposed 2011/12 budget</i>
		<u>FY 2010/2011</u> 3.1.2.5 Trust Council workshop about local government role in food security	TPC	LPC	Funded by base budget	By whether a workshop has been held	Complete. Council endorsed recommendations Dec/10
		<u>FY 2011/12</u> 3.1.2.6 Amend internal protocols to address food security	EC		Funded by base budget	By how many protocols have been amended to address food security	Not started
	3.1.3 Include new policies and regulations about food security in OCPs and LUBs as they	<u>FY 2009/10 to 2011/12</u> 3.1.3.1 Address in OCP reviews underway on selected islands	LTC		Funded by 09/10 programs budget	By the number of LTCs/IMs with new policies and regulations related to food security	Food security toolkit complete OCP/LUB reviews underway

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	are reviewed						
3.2 To minimize the impact of climate change upon islands and communities	3.2.1 Research and communicate about expected climate change impacts	<u>FY 2009/10</u> 3.2.1.1 Apply for funding	TPC		N/A	By whether funding has been obtained.	No funding sources identified
		<u>FY 2011/12</u> 3.2.1.2 Conduct Trust Area vulnerability assessment and risk assessment (part of adaptation planning framework) and communicate results	TPC		Funded by base budget	By whether assessments have been completed	Not started. Provincial studies may be sufficient. <i>Some staff training underway.</i>
	3.2.2 Develop climate change adaptation plan	<u>FY 2011/12</u> 3.2.2.1 Initiate implementation of existing adaptation planning framework, including establishment of Adaptation Planning Working Group	TPC	LPC	Subject to funding (grant or partnership with others)	TBD	Not started. <i>May be delayed.</i>
		<u>FY 2012/13</u> 3.2.2.2 Continue implementation of adaptation planning framework.	TPC	LPC	Subject to funding	TBD	Not started. <i>May be delayed.</i>
	3.2.3 Integrate climate change adaptation into land use planning and regulatory decisions	<u>FY 2012/13</u> 3.2.3.1 Continue implementation of adaptation planning framework	LTCs/BIM*		Subject to funding	TBD	Not started. <i>May be delayed.</i>
3.3 To cultivate community engagement and participation in land use planning	3.3.1 Develop new tools and strategies to encourage community engagement in land use planning processes	<u>FY 2009/10</u> 3.3.1.1 Develop new tools and strategies to encourage community engagement in land use planning processes	LPC		Funded by base budget	By whether information about new tools and strategies has been circulated to trustees and staff.	'World Café demo held during June TC Staff training planned Info circulated as part of Climate Wise Islands materials and regarding sensitive ecosystems. Sensitive ecosystems webpage developed
		<u>FY 2010/11 & 2011/12</u> 3.3.1.2 Consider new tools and strategies to encourage community engagement in land use planning processes	LTCs		Funded by base budget	TBD	Developing public portal for IT mapping data Affordable housing webpage planned Food security toolkit <i>complete</i>
	3.3.2 Enable greater diversity of trustee candidates	<u>FY 2009/10</u> 3.3.2.1 Develop process and budget for review of trustee remuneration	FPC		Funded by base budget	By whether a process has been designed and a budget approved	Complete

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OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		<u>FY 2010/11</u> 3.3.2.2 Complete review of trustee remuneration	FPC	Funded by 10/11 programs budget	By whether a review is complete	Complete
		<u>FY 2010/11</u> 3.3.2.3 Develop policy regarding trustee remuneration	FPC	Funded by base budget	By whether trustee remuneration policy has been developed	Complete
		<u>FY 2011/12</u> 3.3.2.4 Amend Trustee Remuneration bylaw in accordance with policy	FPC	Subject to budget (11-12 budget)	By whether a trustee remuneration bylaw has been adopted in accordance with policy	<i>Proposed bylaw to Council Mar 2011 Related funding included in proposed 2011/12 budget</i>
3.4 To foster good relations with First Nations	3.4.1 Develop a strategic approach to First Nations relations	<u>FY 2011/12</u> 3.4.1.1 Develop a First Nations Relationship Strategy and Policy– identify overlapping interests, treaty process schedules, priorities and resource requirements for protocol agreements, referral practices, etc.	EC	Subject to budget (11-12 budget)	By whether a strategy has been completed	<i>Funding included in proposed 2011/12 budget</i>
		<u>FY 2012/13</u> 3.4.1.2 Acquire or identify sufficient staff capacity to implement First Nations Relationship Strategy and Policy	EC	Subject to budget (12-13 budget)	By whether sufficient staff capacity(or work program adjustment/training) has been identified and/or acquired to implement strategy	Not started

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Goal 4: Organizational Effectiveness...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?*		IS FUNDING IN PLACE OR REQUIRED?	HOW WOULD WE MEASURE SUCCESS?	STATUS
4.1 To provide services on an increasingly effective basis	4.1.1. Develop cost effective bylaw enforcement tools	FY 2009/10 & 2010/11 4.1.1.1 Establish a Bylaw Dispute Adjudication System for the Islands Trust	LPC		Funded by base budget	By whether a Bylaw Dispute Adjudication System is established.	Regulatory adjustments approved by province for six islands. Ministerial approval of North Shore agreement received
		FY 2009/10 to 2011/12 4.1.1.2 Consider bylaw amendments to allow Bylaw Dispute Adjudication System	LTCs		Funded by base budget	By the number of islands where a Bylaw Dispute Adjudication System is in place	<i>One LTC has given 3rd reading to implementing bylaw. Model bylaw to LPC for discussion.</i>
	4.1.2 Organizational review and improvements to corporate secretary/legislative services functions	FY 2009/2010 4.1.2.1 Review responsibilities and capacity in existing positions re: corporate services and consider establishment of corporate secretary/ legislative services (records management, FOIPP, administrative procedural certainty and consistency, policies, legislation, inter-agency agreements and elections)	EC	MGMT	Funded by base budget	By whether the review is complete and presented to EC	Complete
		FY 2010/11 4.1.2.2 Hiring, orientation and transfer of functions from senior managers to legislative services manager position	MGMT		Funded by base budget	By whether a new position has been created/filled and functions transferred	<i>Complete</i>
		FY 2010/11 & 2011/12 4.1.2.3 Develop strategies for further improvement of corporate secretary/legislative services functions	MGMT		<i>Funded by base budget</i>	By whether there is a greater capacity and consistent delivery of corporate secretary/legislative services functions and a greater capacity for delivery of core services by senior managers.	<i>Improvements underway</i>
	4.1.3 Seek alternate forms of funding (i.e. grants)	FY 2009/10 4.1.3.1 Develop and implement policy and procedures for seeking funding and awards.	TAS		Funded by base budget	By whether a policy is in place and implemented (e.g. on-line data base)	Complete <i>Grant revenue is now 10 times that in 2008/09</i>
	4.1.4 Improve records management systems	FY 2009/10 to 2011/12 4.1.4.1 Develop records management procedures 4.1.4.2 Staff/trustee training 4.1.4.3 Destroy unneeded records	ADMIN		Subject to 2011/12 budget	By whether records management bylaw and manual is in place	Draft bylaw to Trust Council Mar 2011. Training and implementation underway.
				By whether staff/trustee training is complete	<i>Funding included in proposed 2011/12</i>		
						By whether unneeded records have been culled	

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OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?*		IS FUNDING IN PLACE OR REQUIRED?	HOW WOULD WE MEASURE SUCCESS?	STATUS
							<i>budget</i>
		<u>FY 2011/12</u> 4.1.4.4 Develop and implement auditing of records handling 4.1.4.5 Evaluate and revise 4.1.4.6 Evaluate RM software	ADMIN		Funded by base and program budgets	By whether RM procedures are in place	Not started
		<u>FY 2012/13</u> 4.1.4.7 Purchase RM software 4.1.4.8 Incorp. RM software procedures 4.1.4.9 Staff training on new procedures	ADMIN		Subject to budget and staffing (12/13 budget)	By whether software has been purchased and procedures incorporated. By whether staff have been trained.	Not started
	4.1.5 Develop new TC/LPC/FPC/TPC meeting procedure bylaw regarding electronic meetings	<u>FY 2009/10</u> 4.1.5.1 Amend TC meeting procedure bylaw or committee Terms of Reference as necessary	EC		Funded by base budget	By whether bylaw and/or committee terms of reference have been amended.	Complete
	4.1.6 Develop new TFB meeting procedure bylaw regarding electronic meetings	<u>FY 2009/10 and 2010/11</u> 4.1.6.1 Prepare and adopt amendments to meeting procedure bylaw	TFB**		Funded by base budget	By whether the meeting procedure bylaw has been adopted	Complete
	4.1.7 Ensure Trust Council policies are current and consistent	<u>FY 2009/10</u> 4.1.7.1 Amend administrative fairness policies	EC		Funded by base budget	By whether administrative fairness policies have been reviewed and amended.	Three policies amended in 2009.
		<u>FY 2010/11 & 2011/12</u> 4.1.7.2 Select policies for review and amendment	EC		Funded by base budget	By whether selected policies have been reviewed and amended.	Review of policies begun.
		<u>FY 2010/11 & 2011/12</u> 4.1.7.3 Develop and implement a regular maintenance schedule for Islands Trust Council Policy Manual and Procedures Manual	EC		Funded by base budget	By whether the Islands Trust Policy Manual is being regularly maintained to keep policies current and consistent	Initial inventory in development.
	4.1.8 Review of devt application fee levels and cost recovery mechanisms	<u>FY 2011/12</u> 4.1.8.1 Develop terms of reference and identify budget and data needs for review of application fees	FPC	LPC	Funded by base budget	By whether terms of reference has been developed and any necessary budget and data needs have been identified.	<i>Report going to LPC Feb/11</i>

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OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?*		IS FUNDING IN PLACE OR REQUIRED?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		FY 2011/12 4.1.8.2 Review of application fees, development of amendments to model fees bylaw and related policies	FPC	LPC	Funded by base budget	By whether application fees and cost recovery mechanisms have been reviewed, policies have been amended and a model fees bylaw has been developed.	Not started
		4.1.8.3 Adoption of amended fees bylaws	LTCs		Funded by base budget	By whether all LTCs have adopted amended fees bylaws	Not started. <i>May be delayed.</i>
4.2 To encourage recognition and support of the Island Trust object in policies and programs of other levels of government and agencies	4.2.1 Advocacy to influence other levels of government (federal/provincial/RD)	FY 2009/10 4.2.1.1 Maintain existing levels of advocacy (e.g. UBCM resolutions, letters to relevant jurisdictions as issues arise and staff capacity permits)	EC		Funded by base budget	By whether current levels of advocacy are maintained.	EC meeting with provincial government re PMFL Act. UBCM resolution re ferries. EC attendance at UBCM Chair correspondence
		FY 2010/11 to 2012/13 4.2.1.2 Maintain enhanced levels of advocacy (e.g. UBCM resolutions, letters to relevant jurisdictions as issues arise and staff capacity permits) with a high priority on marine advocacy.	EC		Funded by base budget	By whether enhanced levels of advocacy are maintained, and progress is made in protection of the marine environment	UBCM workshop and resolutions complete re derelict vessels and NMCA. More frequent Chair correspondence. Meeting with provincial agencies. Enhanced advocacy re marine issues approved by Trust Council
		FY 2011/12 4.2.1.3 Repeat 2004 Ipsos Reid poll regarding public support for preservation and protection of Islands Trust Area	EC		Funded by base budget	By whether the 2004 Ipsos Reid poll has been repeated	<i>Underway</i>
4.3 To promote understanding and support of the Islands Trust and its object in island communities	4.3.1 Develop new tools to communicate about organizational successes	FY 2009/10 to 2011/12 4.3.1.1 Finalize Indicators Program reports	TPC		Funded by base budget	By whether Indicators Program reports are complete	Staff meeting and trustee survey complete. Agricultural indicators complete. <i>Economic dependency underway.</i> Housing is next.
		4.3.1.2 Develop plans/strategies/related budgets for new communications tools	EC		Funded by base budget.	TBD	Considering use of social media – staff training on-going. <i>Some pilot projects underway.</i>
		FY 2011/12 4.3.1.3 Implement new communication tools. Add Advocacy sections to web-site	EC		Subject to funding (11/12) budget	TBD	<i>Marine advocacy page complete</i> <i>Further work pending website upgrades (funding included in proposed 2011/12 budget)</i>

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OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?*	IS FUNDING IN PLACE OR REQUIRED?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	4.3.2 Develop new tools to communicate about the history and role of the Islands Trust	FY 2009/10 & 2010/11 4.3.2.1 Develop presentations for delivery at TC meetings/LTC meetings/professional conferences in 2009 (35 anniversary)	EC	Funded by base budget	By whether presentations have been created/delivered	<i>Complete</i>
		FY 2010/11 & 2011/12 4.3.2.2 Develop video re interviews with former trustees	EC	Subject to external funding	By whether funding is received and a video is created	Funding approved Video history project <i>advisory group meetings underway</i>
	4.3.3 Develop new tools and use plain language to communicate to communities about relevance of land use planning and conservation	FY 2009/10 – 2011/12 4.3.3.1 Continue delivering approved communications strategy	EC	Funded by base budget	By whether approved priorities are delivered	On track (e.g. e-news, annual reports) <i>Nineteen staff attended a 'plain language' webinar</i>
		FY 2009/10 4.3.3.2 Develop presentation/display for use at public meetings to explain the linkage between GHG emissions and land use/conservation	EC	Funded by base budget	By whether a presentation has been developed and delivered	Complete
	4.3.4 Review and redesign website	FY 2009/10 4.3.4.1 Develop plans and strategies and related budgets	EC	Funded by base budget	By whether a plan and related budget is in place to review and redesign website	Initial plans and budget estimates complete.
		FY 2010/11 4.3.4.2 Develop business case and proposed budget	EC	Funded by base budget	By whether a business case and proposed budget is complete	<i>Complete</i>
		FY 2011/12 4.3.4.3 Review and redesign website	EC	Subject to budget (11/12 budget)	By whether website has been reviewed and redesigned	<i>Funding included in proposed 2011/12 budget</i>
	4.3.5 Develop new tools to enhance administrative fairness practices	FY 2009/10 4.3.5.1 Hold legal session and develop checklist for trustees	EC	Funded by base budget	By whether a legal session and checklist have been prepared	Complete
		4.3.5.2 Develop staff checklist and hold staff workshop regarding administrative fairness	EC	Funded by base budget	By whether a staff checklist and workshop are complete	Complete
		FY 2011/12 4.3.5.3 Develop focused training for orientation of new trustees in December 2011	EC	Funded by base budget	By whether new trustee orientation session includes a focus on administrative fairness	Not started

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	4.3.6 Review and update Islands Trust Policy Statement	FY 2010/11 & 2011/12 4.3.6.1 Initial scoping of Policy Statement review topics and process	TPC (PSSC)		Funded by base budget	By whether an initial scoping exercise is complete	Topic review inventory to Dec Trust Council. Task Force final report due June 2011. <i>Assembly and evaluation of information about previous reviews is planned.</i>
		FY 2011/12 4.3.6.2 Preliminary research and design of review process	EC	TPC	Subject to external grants	By whether preliminary research is complete and review process has been designed	<i>Review process to be approved by Council Mar/11 as part of grant proposal</i>
		FY 2012/13 4.3.6.3 Public, agency and First Nations consultation regarding Policy Statement update and development of draft amendments	EC	TPC	Subject to budget (12/13 budget) or external grants	By whether consultation is complete and draft amendments prepared	<i>Not started</i>
		FY 2013/14 4.3.6.4 Adoption of revised Policy Statement bylaw	EC	TPC	Subject to budget (13/14 budget)	By whether an amended Policy Statement bylaw is adopted	Not started
	4.3.7 Ensure newly elected trustees are well oriented and trained	FY 2011/12 4.3.7.1 Develop an enhanced program for orientation and training of newly elected trustees	EC		Subject to budget (11/12 budget)	By whether an enhanced orientation and training program has been developed	Related funding not included in proposed 2011/12 budget.
	4.3.8 Enhance Islands Trust Strategic Planning process	FY 2011/12 4.3.8.1 Consider new options for enhancing the Islands Trust Strategic Planning process	EC		Subject to budget (11-12 budget)	By whether a new process for developing the Islands Trust Strategic Plan has been identified	Related funding not included in proposed 2011/12 budget.

Abbreviations:

ADMIN – Administrative Services
 BIM – Bowen Island Municipality
 DEM – Digital Ecosystem Mapping
 EC – Executive Committee
 FN – First Nations
 FPC – Financial Planning Committee
 FY – Fiscal Year
 GHG – Green House Gases
 ID -- identification
 IM – Island Municipality
 IT – Islands Trust
 LPC – Local Planning Committee
 LPS – Local Planning Services

LTA – Local Trust Area
 LTC – Local Trust Committee
 LUB – Land Use Bylaw
 MCSC – Ministry of Community and Rural Development
 MGMT – Management Team
 NA – Not Applicable
 NAPTEP – Natural Area Protection Tax Exemption Program
 OCP – Official Community Plan
 PSSC – Policy Statement Sub Committee
 PMFL – Private Managed Forest Land
 RAR – Riparian Area Regulations
 RCP – Regional Conservation Plan
 RD – Regional District

RFD – Request for Decision document
 RM – Records Management
 SEM – Sensitive Ecosystem Mapping
 SSI – Salt Spring Island
 TAS – Trust Area Services
 TEM – Terrestrial Elevation Mapping
 TBD – To Be Determined
 TC – Trust Council
 TFB – Trust Fund Board
 TPA – Targets, Policies and Actions (re GHG emission reduction)
 TPC – Trust Programs Committee
 UBC – University of British Columbia
 UBCM – Union of BC Municipalities

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Colour Key for fourth column:

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Colour	Potential committee/unit/body taking lead for strategy/activity				
Pink	Local Planning (through Local Planning Committee, Local Planning Services staff, Local Trust Committees or Bowen Island Municipality)				
Blue	Trust Programs Committee or Trust Area Services staff	Purple	Financial Planning Committee/Administrative Services staff		
Yellow	Executive Committee/CAO's office	Orange	Management team	Light Green	Trust Fund Board or Islands Trust Fund staff