



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: July 15, 2010

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 changes since last TC meeting</i>
To identify and protect riparian areas	Implement Riparian Area Regulations throughout the Trust Area	<u>FY 2009/10</u> Review RAR mapping by UBC	LPC	Funded by 09/10 program budget	By whether RAR mapping contract is complete.	Complete
		<u>FY 2010/11 & 2010/11</u> Develop bylaws re RAR requirements, subject to RAR mapping completion	LTCs/BIM*	Funded by 09/10 program budget	By whether all islands are RAR compliant through bylaw development	One island is RAR compliant (BIM) RAR stream mapping complete for all southern islands Application processing procedures compliant with RAR for all islands
		<u>FY 2010/11</u> Develop communications materials about RAR for use in LTC meetings	LPC	Funded by 10/11 program budget	By whether staff have developed communications materials	<i>Funding allocation approved by Council in June</i>
	Integrate riparian area protection into Regional Conservation Plan	<u>FY 2009/10 & 2010/11</u> 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 2010-2015 Regional Conservation Plan and implementation plan is complete	2010-2015 Regional Conservation Plan in development
		<u>FY 2011/12</u> Implement riparian area protection strategy	TFB**	Subject to funding	To be determined (by objectives set in RCP)	Not started
		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
To improve the identification and protection of biodiversity, environmentally sensitive areas and significant	Continue improvements to mapping data (i.e. ecosystem maps)	<u>FY 2009/10</u> Complete DEM acquisition & implementation programs for Trust Area	LPC	Funded by 09/10 program budget	By whether DEM program is complete	Complete
		<u>FY 2010/11 & 2011/12</u> Complete SEM acquisition and implementation programs for Trust Area	LPC	Funded by 10/11 program budget	By whether SEM program is complete	Dependent on TEM, which is now 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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natural sites, features and landforms		Finalize TEM mapping for Howe Sound		09/10 program budget		
	Develop 2010-2015 Regional Conservation Plan (RCP)	<u>FY 2009/10 & 2010/11</u> Complete first draft of RCP	TFB**	Funded by 09/10 program budget	By whether first draft is complete	First draft underway. Trust Fund Board approved draft goals and priorities Mar 2010
		<u>FY 2010/11</u> Community consultation re RCP	TFB**	Funded by base budget	By whether consultation has been completed	Not started
		Finalize RCP	TFB**	Funded by base budget	By whether plan is finalized	Not started
		<u>FY 2011/2012</u> Implement RCP	TFB**	May be subject to funding	By whether plan has been implemented	Not started
		Protect sensitive and significant land through land use planning decisions	<u>2008-2011 term</u> Optimize opportunities to protect land	LTCs/BIM*	Funded by base budget	By the hectares of land that have been protected
	Monitor and enforce LTC conservation covenants	<u>FY 2009/10 & 2010/11</u> 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 approach to August LPC
		<u>FY 2010/11</u> Management/monitoring program for LTC conservation covenants	LPC	Funded by base budget	By whether the management plan has been funded and implemented	Not started
	Improve protection & planning for 'executive' islands	<u>FY 2009/10</u> Develop work program for Executive Islands	EC	Funded by base budget	By whether a work program for Executive Islands protection has been approved.	Complete
		<u>FY 2011/12</u> Develop new bylaws for 'executive' islands	EC	Subject to funding (11/12 budget)	By whether new bylaws have been adopted.	Preparatory work beginning in 2010. Budget will be proposed for 2011-12.
	Finalize Crown land profiles (including ID of	<u>FY 2009/10 & 2010/11</u> Finalize Bowen and Gambier profiles	TPC	Funded by 09/10 program budget	By whether Bowen and Gambier Crown land profiles are complete	Bowen – local review complete Gambier – postponed

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	environmentally sensitive areas, etc.)						to incorporate new Howe Sound TEM mapping
Expand NAPTEP program to entire Islands Trust Area		<u>FY 2009/10</u> Approach Comox Valley RD	TPC		Funded by base budget	By whether Comox Valley RD has been formally contacted to discuss NAPTEP	Approved by RD Board
		<u>FY 2010/11</u> Roll out to Comox Valley RD (subject to funding)	TFB**		Funded by 10/11 program budget	By whether NAPTEP program is in place in Comox Valley RD.	Outreach to begin Fall 2010
		<u>FY 2011/12</u> Approach Powell River RD	TPC		Funded by base budget	By whether Powell River RD has been formally contacted to discuss NAPTEP	Planned meetings: Fall 2010 PRRD Meeting Dec 2010 Trust Council
Seek legislative change to NAPTEP to expand to island municipalities		<u>FY 2009/10 & 2010/11</u> 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> Roll out on Bowen IF legislative changes are made in 2010 (subject to funding)	TFB**		Subject to funding (11/12 budget)	By whether NAPTEP is in place in Bowen Island Municipality	Not started
Acquire land for conservation		<u>FY 2009/10 & 2010/11</u> Complete Fairy Fen Crown land Acquisition (Bowen)	TAS	TFB**	Funded by base budget	By whether Fairy Fen Crown land has been acquired.	Order in Council made. Transfer imminent.
		<u>FY 2010/11</u> Initiate action on Lasqueti Crown land acquisition	TAS		Funded by donors	By whether funding is in place for acquisition.	Subject to donor approval of expenditure
		Initiate FN consultation re Lasqueti Crown land acquisition (if acquisition funding in place).	TAS		Funded by base budget	By whether consultation is complete	Not started
Develop and implement plans to ensure safety and ecological integrity of protected areas		<u>FY 2009/10</u> Hire property manager	TFB**		Funded by base budget	By whether property manager has been hired	Complete
		Implement high priority management recommendations from Risk Management Assessment	TFB**		Funded by base budget	By the number of high priority risk management tasks completed	In progress

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		<u>FY 2010/11</u> 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	Not started
To reduce greenhouse gas emissions	Make Islands Trust organizational operations carbon neutral by 2012	<u>FY 2009/10</u> 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> Develop strategy to reduce GHG or purchase offsets.	TAS		Funded by 09/10 program budget	By whether a strategy has been developed	Complete
		<u>FY 2009/10</u> 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
		<u>FY 2011/12</u> Purchase carbon offsets for remaining corporate emissions	ADMIN		Subject to funding (11/12 budget)	By whether IT operations are carbon neutral.	Not started.
		<u>FY 2011/12</u> Initiate on-going corporate emissions reporting	ADMIN		Subject to funding	By whether we have a program for on-going reporting of corporate emissions.	Initial planning started
	Provide information on community GHG emissions for each island	<u>FY 2009/10</u> August – Finalize community GHG emissions inventories	TPC	LPC	Funded by 09/10 program budget	By whether GHG emissions inventories have been prepared for each LTA/IM.	Reports from Province expected by <i>summer</i> 2010
		Sept – Review inventories at Trust Council workshop	TPC	LPC	Funded by 09/10 program budget	By whether Trust Council has reviewed GHG emission inventories.	Workshop held Sept 2009 –inventories incomplete
		<u>FY 2011/12</u> 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.	Province will provide 2007 baseline + 2010 and every 2 years thereafter

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			TPC	May be subject to funding	By whether community GHG emissions reductions are on target	Not started
	Recommend emission reduction targets and provide model policies and actions for consideration in island OCP amendments	FY 2009/10 Sept Hold Trust 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 Sept to Dec -- 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
	Amend OCPs to include emission reduction targets, policies and actions (TPAs)	FY 2009/10 May/June – LPS staff to attend ministry workshops for planners re TPAs	LPS	Funded by base budget	By whether relevant staff have attended workshops	Complete
		Sept 2009 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
		Jan to May 2010 Establish targets, policies, and actions in OCPs by legislated deadline (May 31/09)	LTCs/BIM*	Funded by 09/10 and 10/11 program budgets. Additional funding may be available through grants	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 sixteen OCPs submitted for ministerial approval. Three OCPs likely to be delayed.
	Foster energy-efficient communities through land use	FY 2009/10 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

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	planning decisions	<u>FY 2010/11</u> 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	OCP/LUB reviews underway for several islands All future OCP reviews must address GHG emissions reduction
	Foster energy efficient communities through public education	<u>FY 2009/10</u> 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> Develop new public education tools in addition to website.	TPC	Funded by 10/11 program budget	By whether new public education tools have been funded and developed	GHG & RAR Communications Plan <i>approved</i> . Annual communications plan <i>approved by EC</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
To increase the sustainability and quality of freshwater resources	Include new policies and regulations as OCPs and LUBs are amended	<u>FY 2009/10</u> 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> 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> OCP/LUB reviews underway on selected islands	LTCs	Funded by 10/11 program budget		Reviews underway or planned to begin in 10/11
To establish reliable, adequate and sustainable funding for TFB to meet Regional Conservation Plan goals and stewardship requirements for protected lands	Identify and implement strategies for long-term funding	<u>FY 2009/10 & 2010/11</u> Analyze options and develop a long term funding strategy	TFB**	Funded by 09/10 program budget	By whether a strategy has been adopted	TC endorsed strategy in June 09
		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> Execute the implementation plan. Evaluate and adjust plan as required	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
Provide stewardship information about waterfront lands to community members		<u>FY 2009/10</u> 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> 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
		<u>FY 2011/12</u> Circulate existing stewardship information to shoreline property owners	TPC	Subject to budget or grants	By whether stewardship information has been circulated	Preliminary meetings to discuss Green Shores pilot program

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	Develop and implement new land use planning tools for shoreline and marine protection	<u>FY 2009/10</u> 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
		<u>FY 2009/10 and 2010/11</u> 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 almost complete OCP review underway
		<u>FY 2010/11</u> 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.	Not started

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
To support socio-economic diversity of island communities	Support/restore socio-economic diversity through land use planning strategies about affordable/accessible/appropriate housing	<u>FY 2009/10</u> 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</u> 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.	Task Force will continue in 10/11 to provide assistance to LTCs regarding implementation

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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 2011/12</u> Measure and report on island housing affordability	TAS	LPS	TBD	TBD	Completed for SSI&GB May be included in indicators program
	Support local food security	<u>FY 2009/2010</u> 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	Webpage now live. UBCM funding approved for seniors' community garden project
		<u>FY 2009/2010</u> 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	One toolkit circulated Further documents being collated in preparation for September workshop
		<u>FY 2010/2011</u> Support completion of a second area farm plan (Denman)	LTC		Funded by 10/11 programs budget	By whether a second area farm plan is started	Started
		<u>FY 2010/2011</u> Trust Council workshop about local government role in food security	TPC	LPC	Funded by base budget	By whether a workshop has been held	Scheduled for Sept 2010
	Include new policies and regulations about food security in OCPs and LUBs as they are reviewed	<u>FY 2009/10 & 2010/11</u> 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 in preparation OCP/LUB reviews started
To minimize the impact of climate change upon islands and communities	Research and communicate about expected climate change impacts	<u>FY 2009/10</u> Apply for funding	TPC		N/A	By whether funding has been obtained.	No funding sources identified
		<u>FY 2011/12</u> Conduct Trust Area vulnerability assessment and risk assessment (part of adaptation planning framework) and communicate results	TPC		Subject to funding (grant or partnership with others)	By whether assessments have been completed	Not started. Provincial studies may be sufficient

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	Develop climate change adaptation plan	<u>FY 2011/12</u> Initiate implementation of existing adaptation planning framework, including establishment of Adaptation Planning Working Group	TPC	Subject to funding	TBD	Not started
		<u>FY 2011/2012</u> Continue implementation of adaptation planning framework.	TPC	LPC	Subject to funding	TBD
	Integrate climate change adaptation into land use planning and regulatory decisions	<u>FY 2012/2013</u> Continue implementation of adaptation planning framework	LTCs/BIM*	Subject to funding	TBD	Not started
To cultivate community engagement and participation in land use planning	Develop new tools and strategies to encourage community engagement in land use planning processes	<u>FY 2009/10</u> 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 2010/2011</u> Consider new tools and strategies to encourage community engagement in land use planning processes	LTCs	<i>Funded by base budget</i>	TBD	Developing public portal for IT mapping data Affordable housing webpage planned Food security toolkit under development
	Enable greater diversity of trustee candidates	<u>FY 2009/10</u> 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	Initial process design complete Subcommittee of FPC has held initial meetings with a consultant.

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		FY 2010/2011 Complete review of trustee remuneration	FPC	Funded by 10/11 programs budget	By whether a review is complete	Task Force created Review underway. Trustee survey developed and distributed with response going directly to consultant. Survey results to June Trust Council after FPC review.
		FY 2011/12 Develop amended trustee remuneration bylaw to reflect recommendations from review	FPC	Subject to budget	By whether trustee remuneration bylaw has been amended as recommended	Not started

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
To provide services on an increasingly effective basis	Develop cost effective bylaw enforcement tools	FY 2009/2010 & 2010/11 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 several islands Agreement approved by Trust Council Mar 10 Awaiting ministerial approval
		FY 2009/10 & 2010/11 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	Bylaw drafting in progress
	Organizational review and improvements to corporate secretary/legislat	FY 2009/2010 Review responsibilities and capacity in existing positions re: corporate services and consider establishment of corporate	EC/MGMT	Funded by base budget	By whether the review is complete and presented to EC	Complete

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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
		secretary/ legislative services (records management, FOIPP, administrative procedural certainty and consistency, policies, legislation, inter-agency agreements and elections)				
	ive services functions	FY 2010/2011 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>Hiring in progress</i>
		FY 2011/2012 Develop strategies for further improvement of corporate secretary/legislative services functions	MGMT	Subject to funding	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.	Not started
	Seek alternate forms of funding (i.e. grants)	FY 2009/2010 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
	Improve records management systems	FY 2009/2010 & 2010/2011 Develop records management procedures Staff/trustee training Destroy unneeded records	ADMIN	Funded by 09/10 and 10/11 programs budget	By whether records management bylaw and manual is in place By whether staff/trustee training is complete	Draft bylaw and manual in development. Training and implementation delayed pending staff capacity
		FY 2010/2011 Develop and implement auditing of records handling Evaluate and revise Evaluate RM software	ADMIN	<i>Funded by base and 10/11 program budget</i>	By whether RM procedures are in place	Not started. Pending hiring of Legislative Services Manager
		FY 2011/2012 Purchase RM software Incorp. RM software procedures Staff training on new procedures	ADMIN	Subject to budget and staffing (11/12 budget)	By whether software has been purchased and procedures incorporated By whether staff have been trained.	Not started

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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
	Develop new TC/LPC/FPC/TPC meeting procedure bylaw regarding electronic meetings	<u>FY 2009/2010</u> 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
	Develop model LTC meeting procedure bylaw regarding electronic meetings	<u>FY 2009/2010</u> Initiate discussion of options Prepare model bylaw	EC	Funded by base budget	By whether model bylaw has been prepared	Trustee consultation completed. Provincial regulatory change complete. Pending hiring of Legislative Services Manager.
		<u>FY 2009/2010</u> LTCs to consider adoption	LTCs	Funded by base budget	By the number of LTCs that have adopted amendments	Not started. Pending hiring of Legislative Services Manager and LTC requests
	Develop new TFB meeting procedure bylaw regarding electronic meetings	<u>FY 2009/2010 and 2010/2011</u> Prepare and adopt amendments to meeting procedure bylaw	TFB**	Funded by base budget	By whether the meeting procedure bylaw has been adopted	Bylaw passed at May 2010 TFB meeting
	Ensure Trust Council policies are current and consistent	<u>FY 2009/2010</u> 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 2010/2011</u> 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 2010/2011</u> Develop and implement a regular maintenance schedule for Islands Trust Council Policy Manual and Procedures Manual	EC	<i>Funded by base budget</i>	By whether the Islands Trust Policy Manual is being regularly maintained to keep policies current and consistent	Initial inventory in development. Pending hiring of Legislative Services Manager.

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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
<p>To encourage recognition and support of the Island Trust object in policies and programs of other levels of government and agencies</p>	<p>Advocacy to influence other levels of government (federal/provincial/RD)</p>	<p>FY 2009/2010 Maintain existing levels of advocacy (e.g. UBCM resolutions, letters to relevant jurisdictions as issues arise and staff capacity permits)</p>	EC	Funded by base budget	By whether current levels of advocacy are maintained.	<p>EC meeting with provincial government re PMFL Act UBCM resolution re ferries EC attendance at UBCM Chair correspondence</p>
		<p>FY 2010/2011 Maintain enhanced levels of advocacy (e.g. UBCM resolutions, letters to relevant jurisdictions as issues arise and staff capacity permits)</p>	EC	<i>Funded by base budget</i>	By whether enhanced levels of advocacy are maintained	<p>UBCM resolutions complete re derelict vessels and NMCA. EC attendance at AVICC and UBCM. Chair correspondence.</p>
		<p>FY 2011/2012 Repeat 2004 Ipsos-Reid poll regarding public support for preservation and protection of Islands Trust Area</p>	EC	Subject to budget (11/12 budget)	By whether the 2004 Ipsos-Reid poll has been repeated	Not started.
		<p>FY 2010/2011 Develop a proactive advocacy strategy based on the Islands Trust Policy Statement.</p>	EC	<i>Funded by base budget</i>	By whether a proactive advocacy strategy has been developed	Not started
		<p>FY 2011/2012 Implement proactive advocacy strategy based on the Islands Trust Policy Statement</p>	EC	<i>Funded by base budget</i>	By whether there is increased recognition and support of the Islands Trust object in policies and programs of other levels of government	Not started
<p>To promote understanding and support of the Islands Trust and its object in island communities</p>	<p>Develop new tools to communicate about organizational successes</p>	<p>FY 2009/10 and 2009/10 Finalize <i>Indicators Program</i> reports</p>	TPC	Funded by base budget	By whether Indicators Program reports are complete	Staff meeting and trustee survey complete. Indicator program roll-out begins summer 2010.
		<p>Develop plans/strategies/related budgets for 2010</p>	EC	Funded by base budget.	TBD	Applied for <i>UBCM and Canadian Public Relations Society</i> awards re: <i>Tourism Posters and Climate Wise Islands.</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
		<u>FY 2011/12</u> Implement new communication tools.	EC	Subject to funding (11/12 budget)	TBD	Not started
	Develop new tools to communicate about the history and role of the Islands Trust	<u>FY 2009/10 & 2010/11</u> 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	5 presentations in 2009. 1 scheduled for 2010 Purchased copies of P Lamb book for orientation. Seeking funding for a video history project
	Develop new tools and use plain language to communicate to communities about relevance of land use planning and conservation	<u>FY 2009/10 – 2010/11</u> Continue delivering approved communications strategy	EC	Funded by base budget	By whether approved priorities are delivered	On track (e.g. e-news, annual reports)
<u>FY 2009/10</u> 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	
<u>FY 2011/12</u> Design and deliver a poll to assess the level of community interest in and satisfaction with land use planning and conservation		EC	Subject to funding (11/12 budget)	By whether we have an accurate assessment of community opinion about land use planning and conservation	Not started	
		<u>FY 2012/13</u> Develop communications strategy targeted to areas of greatest community interest and least satisfaction regarding land use planning and conservation.	EC	Subject to funding (11/12 budget)	By whether a targeted communications strategy has been developed	Not started
	Review and redesign website	<u>FY 2009/10</u> 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.

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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
		<u>FY 2011/12</u> Review and redesign website	EC	Subject to budget (11/12 budget)	By whether website has been reviewed and redesigned	Not started
	Develop new tools to enhance administrative fairness practices	<u>FY 2009/10</u> Hold legal session and develop checklist for trustees	EC	Funded by base budget	By whether a legal session and checklist have been prepared	Legal session June 09 TC adopted checklist in Dec 09
		Develop staff checklist and hold staff workshop regarding administrative fairness	EC	Funded by base budget	By whether a staff checklist and workshop are complete	Workshop held Nov 09 TC adopted checklist in Dec 09

Abbreviations:

ADMIN – Administrative Services
 BIM – Bowen Island Municipality
 DEM – Digital Ecosystem Mapping
 EC – Executive Committee
 FN – First Nations
 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
 MCRD – Ministry of Community & Rural Development
 MGMT – Management Team
 NA – Not Applicable
 NAPTEP – Natural Area Protection Tax Exemption Program
 OCP – Official Community Plan
 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:**

Colour	Potential committee/unit/body taking lead for strategy/activity
Green	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
Yellow	Executive Committee/CAO's office
Light Green	Trust Fund Board or Islands Trust Fund staff

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