



# 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

### 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 as required by the Riparian Area 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 proposed for future fiscal years and subject to future budget decisions

## Policy Statement Goal A: Ecosystem Preservation and Protection...

OBJECTIVE	STRATEGIES	POTENTIAL ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS <i>Italics indicate status change since last TC meeting</i>
<b>1 PROTECT the natural environment of islands</b>	1.1 Encourage voluntary stewardship of natural environment	<b><u>FY 2011/12- 2014/15</u></b> 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
		<b><u>FY 2012/13</u></b> 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 in development, ITF staff planning to present information at an LPS Pro D day
		<b><u>FY 2012/13 – 2014/15</u></b> 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		Subject to funding in annual budgets	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 and forage fish habitat mapping underway and other mapping in development stages
		<b><u>FY 2013/14</u></b> Research and develop a pilot landowner contact program in collaboration with a local conservancy	TFB		Subject to funding in 2013/14 budget	By whether a landowner contact pilot program is implemented	Not started
		<b><u>FY 2011/12 - 2014/15</u></b> 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	In progress
		<b><u>FY 2013/14</u></b> Council workshop regarding invasive species	TFB		Funded by base budget	By whether a Trust Council workshop has been held	Not started
		<b><u>FY 2013/14 – 2014/15</u></b> Share information with the public about managing invasive species	TFB		Subject to funding in 2013/14 budget	By whether information has been shared with the public	Not started
	1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area	<b><u>FY 2012/13</u></b> 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	Tax impact model complete. Further discussion in Sept/12
		<b><u>FY 2013/14</u></b> Seek support from Metro Vancouver RD for NAPTEP, subject to BIM approval of program	TFB	BIM***	Funded by base budget	By whether support from Metro Vancouver RD has been sought	Gambier LTC approval received. Pending BIM approval of program.

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		Launch NAPTEP on the islands in Metro Vancouver RD (subject to BIM and MVRD approval)	TFB	Subject to funding in 2013/14 program budget	By whether NAPTEP has been launched on the islands within the Metro Vancouver RD	Gambier LTC approval received. Pending BIM approval of program
	1.3 Protect fish habitat by implementing Riparian Areas Regulation	<u>FY 2013/14</u> Identify undesignated RAR watersheds	LTCs**	Subject to funding in 2013/14 program budget	By whether all RAR watersheds have been identified	Complete for 10 LTAs. Gambier and Lasqueti in progress
		<u>FY 2012/13</u> 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	New mapping of streams on SSI underway.
		<u>FY 2013/14 &amp; 2014/15</u> Improve mapping of additional riparian areas on SSI and some northern islands	LTCs**	Subject to funding in 2013/14 program budget	By whether new mapping of priority riparian areas is complete	Not started
		<u>FY 2012/13</u> Adopt new bylaws to implement RAR on selected islands	LTCs**	Funded by 2012/13 program budget	By whether selected islands are RAR compliant through bylaw development	Work underway on SSI, Gabriola.
		<u>FY 2013/14 – 2014/15</u> Adopt new bylaws to implement RAR on all islands where still required		Subject to funding in future program budgets	By whether all LTAs are compliant with RAR through bylaw development	19 of 43 bylaws are compliant. 21 bylaw amendments in process
	1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund	<u>FY 2012/13</u> Seek legislative change regarding TFB corporate structure and name	EC	Funded by base budget	By whether legislative change has been requested	Verbal request has been made. Chair correspondence requesting change is in progress
		<u>FY 2011/12 – 2014/15</u> Engage in outreach to expand donor base, develop legacy giving program and secure acquisition funds	TFB*	Partially funded through 2012-2013 program budget	By whether the TFB has implemented outreach regarding funding needs and legacy gifts	Not started
		<u>FY 2014/15</u> 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	Pending legislative change
		<u>FY 2015/16</u> 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. Pending legislative change
	1.5 Establish core conservation areas to protect biodiversity priorities	<u>FY 2011/12- 2012-13</u> 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

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		<b><u>FY 2011/12 – 2014/15</u></b> 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	78.97 hectares protected since 2011
	<b>1.6 Use land use planning tools and decisions to increase protection of special areas</b>	<b><u>FY 2012/13</u></b> 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 report.
		Trustee workshop about protection of special areas	TFB	LPC	Funded by base budget	By whether a trustee workshop has been held	Planned for December 2012 Trust Council meeting
		<b><u>FY 2011/12 – 2014/15</u></b> Develop policy, OCP and LUB amendments that include protective measures for biodiversity	LTCs**/BIM***		Subject to annual program budgets	By whether OCPs and LUBs have been amended to address improved protection of biodiversity	Some reviews underway
	<b>1.7 Reduce greenhouse gas emissions</b>	<b><u>FY 2012/13</u></b> 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 2012
		<b><u>FY 2014/15</u></b> Use new planning tools (Bill 27) to reduce greenhouse gas emissions to implement OCP policies LTCs adopted last term (e.g. as illustrated in Trust Council toolkit Reducing Greenhouse Gases in the Islands Trust Area)	LTCs**/BIM***		Subject to funding in 2014/15 budget	By whether LTCs/BIM have used new planning tools to foster reduced GHG emissions from development	Not started
		<b><u>FY 2012/13</u></b> 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	Draft going to FPC in Nov/12
<b>2. PROTECT coastal and marine ecosystems</b>	2.1 Encourage understanding of shoreline processes and voluntary stewardship of coastal and marine ecosystems	<b><u>FY 2012/13</u></b> 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	Drafts complete. To be finalized and distributed by Mar/13
		<b><u>FY 2013/14</u></b> Identify and post updated website links regarding existing shoreline stewardship information	TAS		Funded by base budget	By whether website links have been updated	Not started

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		Pilot a Green Shores for Homes credit rating incentive system in one LTA	LTCs**		Subject to funding in 2013/14 budget or successful grant application	By whether an LTC has piloted a Green Shores for Homes credit rating incentive system	Not started
		Host a shoreline stewardship landowner workshop on one island	LPC	TFB	Subject to funding in 2013/14 budget	By whether a workshop has been held	Not started
	2.2 Use land use planning tools and decisions to improve protection of coastal areas	<u>FY 2013/14 – 2014/15</u> 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
		Develop mechanisms for proactive bylaw enforcement of illegal structures on the foreshore	LPC/LTCs**		<i>Subject to funding in future budgets</i>	By whether mechanisms have been developed	Not started
	2.3 Participate in planning for National Marine Conservation Area Reserve	<u>FY 2011/12 – 2014/15</u> 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	Successful resolution sponsored at UBCM 2010 Convention
		Participate in NMCA workshops and consultation opportunities	LTCs**/TAS		May require additional funds	By level of participation in NMCA workshops and consultation opportunities	August 2012 Parks Canada workshop
		<u>Future fiscal years (TBD)</u> Respond to NMCA implementation steps with complementary activities, as required	LTCs**		May require additional funds	TBD	Not started
	2.4 Advocate for protection of the Salish Sea and Howe Sound from oil spills, derelict vessels and industrial activities	<u>FY 2011/12 – 2014/15</u> 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 letter sent Resolution proposed for UBCM convention 2012
		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	One NEB hearing presentation August 2012
		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 held at AVICC
		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
		<u>FY 2011/12 – 2014/15</u> 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

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		<b><u>FY 2011/12 – 2014/15</u></b> Advocate regarding potential impacts of the proposed Raven Coal Mine upon Baynes Sound and the potential impacts of the proposed Burnco Gravel Mine upon Howe Sound	EC	Subject to base and project budgets	By whether the Executive Committee has advocated regarding the proposed Raven Coal Mine and the Burnco Gravel Mine	Two Trust Council resolutions passed One letter written
		<b><u>FY 2013/14</u></b> Clarify jurisdictional issues related to Islands Trust Area boundary	EC	Subject to 13/14 budget	By whether a formal report and request for provincial clarification has been completed	Not started
	2.5 Advocate for appropriate regulation of aquaculture	<b><u>FY 2013/14 – 2014/15</u></b> Collaborate with Department of Fisheries and Oceans regarding shellfish regulations through local government advisory committee as a pilot project for one LTC (Denman)	LTCs**	Subject to funding in 2013/14 budget	By whether the Denman Island LTC has collaborated with DFO on a pilot project	Not started
	2.6 Advocate for regulation of marine sewage	<b><u>FY 2011/12 – 2014/15</u></b> Chair correspondence regarding marine sewage regulation	EC	Funded by base budget	By whether the Chair has written to advocate for regulation of marine sewage	Pending
		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	Required or recommended in 8 OCPs



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

OBJECTIVE	STRATEGIES	POTENTIAL ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS <i>Italics indicate status change since last TC meeting</i>
3. PROTECT quality and quantity of water resources	3.1 Encourage understanding and voluntary stewardship of water resources	<u>FY 2013/14</u> Develop new educational materials about water resource concerns	TPC	Subject to 2013/14 program budget	By whether educational materials had been developed	Not started
		Hold community meetings to discuss local water resource concerns and encourage local stewardship actions	TPC	Subject to 2013/14 program budget	By whether community meetings have been held to encourage water stewardship	Not started
		<u>FY 2014/15</u> 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 started
	3.2 Advocate for provincial Water Act reform	<b><u>FY 2011/12 – 2014/15</u></b> Continue to participate in Water Act reform consultations	EC	Funded by base budget	By whether participation in Water Act reform has taken place	Pending provincial selection of pilot areas
	3.3 Use land use planning tools and decisions to protect water quality and quantity	<u>FY 2013/14</u> Develop toolkit for use by LTCs/BIM that illustrates options for using planning tools to protect water quality and quantity	LPC	Subject to 2013/14 program budget	By whether a toolkit has been developed	Not started
		<b><u>FY 2013/14 – 2014/15</u></b> Amend OCPs to include new policies for water resource protection	LTCs**/BIM***	Subject to annual program budgets	By whether OCPs have been amended to include new policies about water resource protection	Some reviews underway
		Amend LUBs to include new regulations aimed at protection of water quality and quantity	LTCs**/BIM***	Subject to annual program budgets	By whether LUBs have been amended to include new regulations aimed at protection of water quality and quantity	Not started
		<u>FY 2013/14</u> Develop model Development Permit Areas that LTCs and BIM may consider in regards to water conservation	LPC	Subject to 2013/14 program budget	By whether model Development Permit Areas have been developed	Not started
		<u>FY 2014/15</u> Adopt new Development Permit Areas to enhance water conservation	LTCs**/BIM***	Subject to 2014/15 program budget	By whether LTCs/BIM have adopted new Development Permit Areas to enhance water conservation	Not started
	3.4 Explore alternative tools for improving watershed management	<b><u>FY 2012-13</u></b> Identify options within the Islands Trust Act for coordination of watershed protection	EC	Funded by base budget	By whether options had been identified	Underway

OBJECTIVE	STRATEGIES	POTENTIAL ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS <i>Italics indicate status change since last TC meeting</i>
		<u>FY 2013-14</u> Consider pilot project for coordination of watershed protection within one LTA	LTCs**	Subject to funding by program budget or grants	By whether a pilot project has been considered	Not started

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

OBJECTIVE	STRATEGIES	POTENTIAL ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS <i>Italics indicate status change since last TC meeting</i>
<b>4. ENHANCE community economic sustainability and security</b>	4.1 Create linkages between islands and Regional Districts to share effective and appropriate economic development models	<u>FY 2013/14</u> Convene Trust Area opportunity to focus on effective and appropriate economic development models	TPC	Subject to funding in 2013/14 program budget	By whether an opportunity has been developed	Not started
	4.2 Advocate for sustainable, affordable and appropriate ferry service	<u>FY 2013/14</u> Commission economic impact study related to ferry fares and service	TPC	Subject to funding in 2013/14 budget	By whether a study is complete	Not started
		<u>FY 2011/12 – 2014/15</u> 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	On-going
	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, <i>Affordable Housing Guide</i> )	<u>FY 2011/12 – 2014/15</u> Amend OCPs to include affordable housing policies	LTCs**/BIM***	Subject to annual program budgets	By whether OCPs have been amended to include new affordable housing policies	Some OCP reviews underway
		Amend LUBs to improve availability of affordable housing	LTCs**/BIM***	Subject to annual program budgets	By whether LUBs have been amended to improve availability of affordable housing	SSI LUB amendments re secondary suites to public hearing in fall/2012
	4.4 Use land use planning tools and decisions to increase local food security and farmland protection (as described in Trust Council's toolkit, <i>A Seat at the Table</i> )	<u>FY 2012/13 – 2014/15</u> Amend OCPs to include food security and farmland protection policies	LTCs**/BIM***	Subject to annual program budgets	By whether OCPs have been amended to address food security and farmland protection	Reviews underway
		Amend LUBs to improve food security	LTCs**/BIM***	Subject to annual program budgets	By whether LUBs have been amended to improve food security	Reviews underway



## Goal D: In cooperation with others...

OBJECTIVE	STRATEGIES	POTENTIAL ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS <i>Italics indicate status change since last TC meeting</i>
5. STRENGTHEN relations with First Nations	5.1 Improve consultation/engagement with First Nations during land use referrals	<b>FY 2012/13</b> Adopt First Nations Consultation Strategy	TAS		Funded by 2011/12 budget	By whether Trust Council has adopted a First Nations Consultation Strategy	First draft to TC Jun/12
		Trustee workshop on working with aboriginal peoples	EC		Funded by 2012/13 budget	By whether a trustee workshop has been held	Complete
		<b>FY 2012/13</b> 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	Underway
		Identify resource needs for improved consultation and engagement	EC		Funded by base budget	By whether the resource needs for improved consultation and engagement has been identified	Not started
		<b>FY 2013/14 – 2014/15</b> Implement improvements identified in the FN Consultation Strategy as longer term or requiring additional resources	LPS	TAS	Subject to funding in future base budgets	By whether all improvements identified in the FN Consultation Strategy as longer term or requiring additional resources have been implemented	Not started
	5.2 Improve consultation/engagement with First Nations during Trust Council's marine and terrestrial protection work	<b>FY 2013/14 – 2014/15</b> Improve consultation and engagement re free Crown grant program	TAS		Subject to funding	By whether consultation and engagement has been improved	Not started
		<b>FY 2012/13 – 2014/15</b> Improve communication and coordination during marine protection advocacy	EC		Funded by base budget	By whether consultation and engagement has been improved	Not started
6. IMPROVE organizational cost and operational effectiveness	6.1 Confirm a fair distribution of Islands Trust Services to Bowen Island Municipality	<b>FY 2012/13</b> Review and amend Policy 7.2.vi (Municipal Requisition Cost Allocations)	FPC		Funded by base budget	By whether Policy 7.2.vi has been amended	Draft prepared for discussion with BIM in Sept/12
		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 planned Sep/12
		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	Not started
		<b>FY 2013/14</b> Provide additional TAS services to BIM	TAS		Funded by base budget	By whether BIM is accessing additional TAS services as identified	Not started

OBJECTIVE	STRATEGIES	POTENTIAL ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS <i>Italics indicate status change since last TC meeting</i>
	6.2 Improve cost-recovery from development application fees	<b>FY 2012/13</b> Develop model fees bylaw for consideration by LTCs	LPC	FPC	Funded by base budget	By whether a model bylaw has been developed	<i>TC referred to LPC/FPC before bylaw drafting begins</i>
		<b>FY 2013/14</b> Consider adoption of amended fees bylaws.	LPC/LTCs**		Subject to funding in 2013/14 program budget	By whether LTCs have adopted an amended fees bylaw that improves cost recovery	Not started
	6.3 Prepare Island Trust organization for potential incorporation of Salt Spring Island (if province advances a provincial restructure study for SSI)	<b>FY 2012/13</b> Review terms of reference for a transition strategy	FPC	EC	Possibly externally funded	By whether term of reference for a transition strategy have been developed	Pending provincial decision regarding SSI restructure study
		<b>FY 2013/14</b> Identify and evaluate options and adopt a transition strategy	FPC	EC	Possibly externally funded	By whether a transition strategy is complete	Not started. Pending provincial decision regarding SSI restructure study
		<b>FY 2014/15 - ?</b> Implement adopted transition strategy	EC		Subject to future budgets	By whether the transition strategy has been implemented	Pending provincial and SSI decisions
		<b>FY 2012/13 to 2013/14</b> 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	Pending provincial decision
	6.4 Review service delivery regarding application processing	<b>FY 2013/14</b> Consider development and use of a quality management system pilot on Salt Spring island for processing of development applications	LTC**		Subject to funding in 2013/14 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

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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



Islands Trust

## Strategic Planning Process (2012-2013)

