



# **Gabriola Land and Trails Trust**

## **Strategic Plan 2015 – 2020**

**Adopted January 13, 2015**

## Vision

Connecting people through parks and trails to the natural beauty of Gabriola Island for generations to come.

## Mission/Mandate\*

The purpose of the Gabriola Land and Trails Trust is to secure, develop, and sustain a network of parkland and trails on Gabriola Island for the benefit of the public, and to preserve sites of environmental, historical, and social importance.

To achieve this, GaLTT will:

- **Promote preservation and conservation** of representative Gulf Island ecosystems and sites of social and historical significance on Gabriola and other nearby islands.
- **Inform and educate** the community about use and management of public lands for recreation and conservation.
- **Communicate and work cooperatively** with other community groups, First Nations, government authorities, and conservation groups to achieve our mandate.
- **Develop** relationships with private landowners that will encourage the preservation of ecologically valuable land and connectivity through donations, easements, covenants, and trail licences.
- **Acquire the volunteers, funds, and materials** necessary for the development and maintenance of a safe, accessible public trail system and for the control of invasive plant species on public land.
- **Generate** the money and community support needed to acquire private land enabling GaLTT to achieve its mandate.

*\*The complete Mandate and Purpose Statement from GaLTT's Constitution can be found in Appendix A*

## Operating Principles and Values

The following principles and values guide GaLTT:

### **Environmental Stewardship and Leadership:**

In developing trails and acquiring covenants, trail licences and new park land, GaLTT actively pursues activities that support environmental protection and sustainability including the preservation of sensitive ecosystems through monitoring and restoration and by encouraging only non-motorized trail use. GaLTT balances its focus on sustaining the natural environment with public access and safety for trail and park users.

### **Grounded in Community:**

GaLTT sees itself as an active part of the community; seeking input, sharing information and ideas, and connecting neighbourhoods through trail development. GaLTT understands the significance to our community of social and historical sites. Ultimately, we see the work we do in protecting the environment and connecting neighbourhoods as an important component of community health and wellbeing.

### **An Educational Approach:**

GaLTT favours public engagement and education to encourage appropriate trail and park usage and to value and respect the environment. We use a variety of strategies to engage our members and the broader community.

### **Working Together:**

GaLTT values positive working relationships with all levels of government, both at the staff and elected official levels and works with them to achieve its mandate. In consultation with our members, we carefully consider the positions we put forward.

### **Knowledge, Best Practices and Technology:**

GaLTT is a learning organization: many other conservation organizations have preceded us and we value their experience and knowledge. We build on a foundation of best practices and the strategic use of emerging technology.

### **Accountability and Transparency:**

GaLTT values the contributions of its members and donors and uses the resources at its disposal for the sole purpose of achieving its vision and delivering on the organization's objectives. We commit to sharing with our members and the community how we have used the resources entrusted to us.

## Planning Context and Environmental Scan\*

Over the past few years GaLTT has opened up its strategic planning process to the membership. Approximately 28 people participated in the strategic planning workshop held on April 5, 2014. Participants were asked to help identify the issues and challenges that GaLTT would need to be prepared for over the next 10 years, and then to consider what the organization should be trying to accomplish over that time frame.

GaLTT celebrated its 10<sup>th</sup> anniversary this year. In its first decade of operations it has made significant progress. The organization has a well-functioning board and a small but active membership, is well-run and financially viable, and enjoys strong community support.

While GaLTT has not purchased new parkland, it played a role in working for the creation of the 707-Acre Community Park and the Elder Cedar Nature Reserve, has negotiated several trail licences with private landowners, and holds conservation covenants on a number of properties. GaLTT has positive relationships with the Local Trust Committee, the RDN and the Islands Trust Fund as well as with other community organizations with complementary objectives.

GaLTT plays an important role in maintaining the safety and sustainability of a large network of trails and continues to show leadership in managing invasive species such as Scotch broom, giant hogweed, tansy ragwort, and Daphne laurel.

Recently GaLTT agreed to assist the development of a Streamkeepers group on Gabriola. Streamkeepers' emphasis on education and recovery of salmon-bearing streams is a good fit with GaLTT's preservation and conservation objectives.

Finally, GaLTT is increasingly visible in the community through attendance at the Farmers' Market and seasonal fairs, hosted trail walks and educational events.

*\*See Appendix B*

## Strategic Directions

The GaLTT board identified six strategic directions to guide the organization over the next five years:

- appropriate mandate and scope
- enhanced organizational capacity
- comprehensive trail planning and stewardship
- land acquisition and protection
- strengthened intergovernmental and community relations, and
- increased public engagement.

The following pages set out these Strategic Directions and Appendix C assigns committee responsibilities for the various initiatives, and their suggested timelines for action.

### Strategic Direction 1—

#### Appropriate Mandate and Scope

Two questions arose around the scope and mandate of the organization. GaLTT was originally formed to address the needs for parkland and trails on Gabriola Island. Recently GaLTT has provided information and support to Mudge Island to help them establish their own conservancy. Valdes Island has started its own conservancy. However, many other islands form part of the Gabriola Local Trust Area. GaLTT may have a role to play in conservation and preservation activities on those islands.

Gabriola's geographic location leads to questions regarding GaLTT's relationship to the marine environment particularly in regard to the interface between land and sea. Considering the implications of increased tanker traffic in the Salish Sea and the impact it might have on our shorelines, should GaLTT play a collaborative role? It is notable that GaLTT's constitution is silent about advocacy.

GaLTT has taken an active leadership role in dealing with invasive species on public lands. Although GaLTT's purpose statement does not explicitly address this activity, it is probably captured under purpose statement (b) "preservation of representative examples of Gulf Island ecosystems . . ."

Recently GaLTT provided a governance platform for Streamkeepers. Streamkeepers' mandate could be broadly interpreted under purpose (b) and (d), but do we need to be more explicit and make changes in our constitution to support these activities with Streamkeepers and other community groups wishing administrative or governance assistance?

### Goals and Objectives:

1. To explore the possibility of expanding the scope and mandate of GaLTT consistent with its purposes, **GaLTT will:**
  - a. **Take** necessary steps in 2015 to assess the implications of expanding the geographic scope of the organization including but not limited to discussions with members, local government bodies, and other community organizations with similar interests.
  - b. **Determine**, depending on the outcome of those discussions, the need for changes to the constitution and make necessary recommendations to the membership at the 2016 AGM.
  
2. To formalize the relationship of Streamkeepers with GaLTT and provide a framework to assess other interested emerging community groups who may request a supportive liason with GaLTT, **GaLTT will:**

**Determine** the appropriate relationship of Streamkeepers (or other groups) to GaLTT (e.g., as an adjunct activity with administrative support provided by the GaLTT board, or as a program of GaLTT).

### Outcomes:

- GaLTT will have a good understanding of members' and external stakeholders' perspectives on the scope of the organization's activities and their interest and support for GaLTT to take on an expanded role.
- GaLTT members will understand the relationship between Streamkeepers and GaLTT.
- GaLTT members will have a model to assess GaLTT's potential support relationship with new community interests such as the Dog Park advocates.

### *Leadership for Strategic Direction 1: Executive Committee*

## Strategic Direction 2—

### Enhanced Organizational Capacity

On GaLTT’s 10<sup>th</sup> anniversary it is timely to assess the organization’s capacity to continue to carry out its mandate. Over the past 10 years, GaLTT has increased its activities and profile in the community significantly: it has bi-weekly trail work parties; it hosts regular trail walks and public education sessions; it hosts a booth at the Farmer’s Market during the summer and at other annual events (e.g., Commons Fall Fair, Christmas Fairs, etc.); through Streamkeepers it takes action to protect sensitive ecosystems and reaches out to educate families and kids.

All of these activities are carried out by board members and GaLTT volunteers. It is time to consider whether the “working board” model can continue to sustain the current level of activity and meet future needs. As a transition measure it may be a good time to acquire additional support for specific projects through a staffed approach and to assess the impact of a staffed approach on the organization.

GaLTT has been particularly successful at maintaining a well-functioning board and in attracting strong, competent and hardworking board members. As in any non-profit society, maintaining that capacity is critical to the organization’s success.

#### Goals and Objectives:

To take necessary action to ensure the organization has the capacity to continue to deliver its mandate, **GaLTT will:**

- a. **Evaluate** the organization’s capacity to deliver its mandate on an annual basis, particularly with regard to the issue of when to hire staff.
- b. **Implement** a mentoring/’buddy’ approach for key roles on board and in organization (e.g., board, volunteers, members) drawing on both directors and GaLTT members.
- c. **Develop** an orientation package for new board members and ensure new board members are provided with appropriate orientation
- d. **Continue** to draw on the experience and expertise of other conservancies
- e. **Develop** an investment strategy for the moneys not needed for current operations.
- f. **Develop** a Project Management Plan that would incorporate all of GaLTT's projects with assigned responsibility and budget together with committee membership. This would ensure that GaLTT's objectives are met with the limited funds available.

**Outcomes:**

- An annual capacity review will be conducted.
- The board executive functions and committee leads will have a knowledgeable back up person identified who can step into the position should the need arise.
- All new board members will receive an orientation within one month of joining the board.
- An investment strategy for long-term financial stewardship will be implemented.

***Leadership for Strategic Direction 2: Executive Committee***



## Strategic Direction 3—

### Comprehensive Trail Planning and Stewardship

GaLTT has successfully developed a variety of trails using existing parkland, trail licences, Crown land, and undeveloped rights of way. It is timely for GaLTT to assess its trail inventory to ensure it addresses the variety of non-motorized user needs and to build on opportunities to use trails as transportation routes connecting neighbourhoods. This is consistent with the Local Trust plan for reducing greenhouse gas (GHG) emissions. There are also opportunities to work with GERTIE to address trail needs of one-way commuters (i.e., people who walk or cycle one way and use the bus to return or vice versa). Attention also needs to be paid to managing the potential for user conflict to ensure everyone feels safe in accessing trails and understands the appropriate trail usage (e.g., mixed use vs single purpose trails; impacts of parking for neighbourhoods abutting parks and trails).

#### Goals and Objectives:

1. **To ensure the trail system serves a variety of different users, and to enable trail users to experience a range of representative environments, landscapes, and ecosystems, GaLTT will:**
  - a. **Identify** users' needs and analyze the existing trail inventory to determine how best to meet those needs.
  - b. **Develop** additional trail inventory to address unmet needs and develop additional trails or adapt existing trails.
  - c. **Ensure** trail users understand different trail uses (e.g., mixed-use for walkers, bikers, and riders; single-use for walkers only).
  - d. **Emphasize** some trails as transportation corridors.
2. **To enhance a digital trail atlas** to reflect specific usage (e.g., bikes, horses)
3. **To continue ongoing trail development and maintenance.**
4. **To develop and implement a long-range plan for the management and/or elimination of invasive plants.**

#### Outcomes:

- Trails will meet a variety of user needs.
- Reports of trail use conflicts will be rare.
- There will be increased use of trails as regular transportation corridors.
- The community will have access to extensive digital information on Gabriola trails.
- There will be an overall reduction in the area affected by invasive plants.

*Leadership for Strategic Direction 3: Trails and Park Management, Acquisitions and Trail Route, and Communications Committees*

## Strategic Direction 4—

### Land Acquisition and Protection of Sensitive Ecosystems

**Land acquisition:** Although GaLTT has tried to acquire land on occasion, most of its energy has been devoted to covenants, trail licences, and trail management activities. In the current economic climate there may be opportunities to acquire land as people consider divesting recreational holdings. One of the goals of Islands Trust states: “*Secure core conservation areas that effectively conserve biodiversity priorities within the Islands Trust Area and within individual local trust areas or island municipalities.*”

Priority should be given to acquiring land that represents sensitive under-represented ecosystems (e.g., the salt marsh in Lock Bay) and land that enables contiguous trail connections from one end of the island to the other.

There may be a perception that more land is protected than is actually the case. Prior to GaLTT's existence, 2% of the island was parkland; now it is 12% (not including land protected through covenants), but because of the Provincial and Federal Crown land, covenanted land, Indian reserves, and heritage areas, we perceive we have more.

#### Goals and Objectives:

1. **To increase the amount of protected land** with priority given to protecting fragile and under-represented ecosystems, and depending on the outcomes of assessments and discussions, **GaLTT will:**
  - a. **Assess** currently protected land in terms of representational ecosystems and, within a year of the adoption of the strategic plan, identify priority ecosystems for acquisition.
  - b. **Engage** in exploratory, confidential discussions with landowners regarding the possibility of acquisition.
  - c. **Develop** a fund raising campaign, and/or seek grants and partnerships to make acquisitions.
  - d. **Evaluate** whether GaLTT needs a dedicated Ecological Monitoring Committee (EMC) that has the capability for ecosystem mapping.
  - e. **Implement** monitoring and restoration strategies for sensitive ecosystems.
2. **To maintain focus on covenant activities, GaLTT will:**
  - a. **Increase** the use of covenants as a tool for protecting sensitive ecosystems.
  - b. **Maintain** current covenants.
  - c. **Establish** a Covenant Maintenance Fund to provide financial support for the maintenance of covenants and the legal defense of covenants if necessary. Furthermore, GaLTT’s Board shall establish clear criteria for the desired level of financial contribution to this fund.
  - d. Work with Islands Trust Fund, the Local Trust Committee, and Mudge Island

Conservancy to establish a covenant database (some parts not publically accessible) that would capture all protected lands in the Local Trust Area

**Outcomes:**

- There will be a year over year increase in the amount of protected land.
- Protected land will include a broader range of sensitive ecosystems.
- There will be an increased number of covenants in place.
- There will be a Covenant Maintenance Fund in place with clear financial targets for its level of funding.
- Gabriola will have a representative sample of sensitive and native ecosystems protected.

*Leadership for Strategic Direction 4: Acquisition and Trail Route and Executive Committees*

## Strategic Direction 5—

### Strengthened Intergovernmental and Community Relations

GaLTT has excellent relationships with local and provincial government bodies and other community organizations. In the past GaLTT collaborated with the Gabriola Conservancy and when that organization ceased operation they transferred their assets to GaLTT. The Gabriola Conservancy was especially good at maintaining relationships with the Snunéymux<sup>w</sup> First Nation. The federal and provincial governments have set aside lands for treaty negotiations. These lands represent a network of trails used by islanders historically and currently. We need to work with the Aboriginal Affairs and Northern Development Department of the Federal Government and with the Snunéymux<sup>w</sup> First Nation to maintain access to those trails. GaLTT needs to develop a working relationship with the Snunéymux<sup>w</sup>.

#### Goals and Objectives:

In order to maintain and enhance relationships to support GaLTT's work with government agencies, First Nations, community groups and other land trust organizations, **GaLTT will:**

- a. **Develop** a plan to make meaningful progress in establishing a relationship with the Snunéymux<sup>w</sup> First Nation and/or the Hul'qumi'num Treaty Group to work together on areas of potential common interest (e.g., protection of culturally sensitive areas, invasive species management, recreational trail access).
- b. **Ensure** local government representatives know about GaLTT's mandate and its fit with local government legislation, regulations, and planning strategies.
- c. **Continue** work with BC Parks, BC Ministry of Forests, Lands and Natural Resource Operations, Ministry of Transportation and Infrastructure, Islands Trust, Island Trust Fund, the RDN, and the POSAC on parks, trails, beach accesses, and Crown Lands issues.
- d. **Connect** with and leverage resources with other groups (e.g., other land trust organizations, Gabriola's Museum and Garden Club, Gabriola Lions, Help the Kelp, Save Our Shores, VIU, and local bike, horse, and dog groups) based on areas of common interest.

#### Outcomes:

- GaLTT will have established contacts within local First Nations.
- New local government representatives will know about GaLTT and support its mandate
- Parks, public trails, and beach access will be improved
- New strategic relationships with other community organizations will be in place.

*Leadership for Strategic Direction 5: Trails and Park Management, Community Engagement, and Executive Committees*

## Strategic Direction 6 –

### Increased Public Engagement

While the population of Gabriola has been relatively stable over the past five years, new people move to the island every year. As we are successful in expanding trails and protected lands, it is important that all Gabriolans understand the importance of conservation and protection activities and their role in environmental stewardship. Newcomers may be unfamiliar with trail use expectations with the result that there may be a potential for safety or conflict issues to arise. Educating users about environmental and trail use considerations continues to be an important task.

While GaLTT has increased its engagement activities significantly over the past few years, the membership has not increased significantly and is primarily made up of an older demographic. Both long term organizational stability and achieving environmental objectives will depend on broadening the membership base by expanding the number of members and engaging more families, children and youth. In the latter case, Streamkeepers has proven to be an excellent vehicle for engaging families. The Big Tree Registry might be a similar vehicle if implemented with an eye towards involving school-aged children.

#### Goals and Objectives:

To promote increased Public Engagement, **GaLTT will:**

1. **Promote** knowledge and understanding of GaLTT’s conservation and protection activities and the role individuals play in environmental stewardship.
  - a. Develop a plan for promoting GaLTT and building membership to be presented to the Board annually.
2. **Engage** a wider demographic in GaLTT membership and activities through targeted outreach.
  - a. Continue to implement public awareness activities such as the market booth, brochures, trail guide, attending events, etc.
  - b. Continue to play an important role in community health and well being by creating parks and trails and encouraging their use specifically by hosting guided trail walks. The current mandate statement says that GaLTT will “inform and educate the community about use and management of public lands for recreation and conservation”.
  - c. Implement strategies to increase awareness across the age range using Streamkeepers and the Big Tree Registry as examples.
3. **Reduce** the potential for conflict among trail users, and between trail users and adjacent property owners.
  - a. **Review** all publications (brochure, trail map, website) to ensure clarity about the appropriate use of specific trails (e.g., identify existing designated uses) and identify appropriate trail use etiquette.

- b. Engage** with property owners in areas with high trail and parks usage to identify strategies to reduce likelihood of problems (e.g., parking, smoking, etc.).
- 4. Implement** the Big Tree Registry through the program at UBC, using local expertise familiar with how to register big trees.

**Outcomes:**

- Diversified membership base
- More families, children and youth participating in GaLTT activities
- Reports of trail use conflicts are rare
- Neighbours are satisfied that appropriate steps have been taken to mitigate potential problems
- Big Tree Registry in place and maintained

*Leadership for Strategic Direction 6: Executive, Communications, and Community Engagement Committees*

## Appendix A – GaLTT Mission and Purposes

The purpose of the Gabriola Land and Trails Trust is to secure, develop and sustain a network of parkland and trails on Gabriola Island for the benefit of the public, and to preserve sites of environmental, historical, and social importance.

To achieve the purpose the Gabriola Land and Trails Trust will:

- (a) Plan, promote and develop a network of trails that provide routes for non-motorized users to connect island neighbourhoods, parks, beach accesses and services;
- (b) Promote the preservation of representative examples of gulf island ecosystems and land forms by working with interested landowners and community groups to provide options and solutions;
- (c) Promote the conservation of sites of particular historical or social interest by working with interested landowners and community groups to provide options and solutions;
- (d) Promote such charitable activities or endeavours, including the acquisition, management and disposal of land and interests in land, as may, in the opinion of the Gabriola Land and Trail Trust board of directors, appear to contribute to the Gabriola Land and Trails Trust’s general purposes and which, to the best extent possible, represents the variety of natural occurring habitat on Gabriola Island;
- (e) Raise money, acquire funds and other assistance necessary to own, acquire and take by purchase, donations, devise or otherwise, land or personal property and expend, sell, exchange, mortgage, lease, let, improve or develop same for the purposes of the Gabriola Land and Trails Trust;
- (f) Work closely with the community, First Nations, the Regional District of Nanaimo, the Islands Trust, and other land trusts and conservation groups to acquire, develop, and sustain such properties as meet the general purposes of the Gabriola Land and Trails Trust and support the objectives and policies of the Gabriola Island Official Community Plan;
- (g) Inform and educate the community about use and management of public lands for recreation and conservation;
- (h) Undertake everything necessary to promote and attain Gabriola Land and Trail Trust’s purposes and periodically re-assess these purposes.

## Appendix B—Environmental Scan

As part of the planning process GaLTT board and members undertook an environmental scan looking at the strengths and weaknesses of the organization as well as the external opportunities and challenges.

<b><u>STRENGTHS</u></b>	<b><u>WEAKNESSES</u></b>
Extensive experience in trail development and maintenance	Trail development has been primarily opportunistic; need to have a handle on the right mix of trail types and uses
Developed covenant capacity and hold several covenants	Unsuccessful, to date, in acquiring land
Respected by government departments; positive relationship with other community organizations; and active participants in the OCP process	Need clarity regarding our constitutional commitment to the Gabriola OCP
Strong community support and increased profile over the past year	
Healthy bank balance	
Small but strong core of volunteers	
Stable membership	Stagnant membership growth; young families, children and youth are not well-represented
Engaged active board	Has the board reached its capacity as a 'working' board and is it time to have some staffed functions?



<b><u>CHALLENGES</u></b>	<b><u>OPPORTUNITIES</u></b>
People may perceive that Gabriola has more land set aside as parks than it actually does.	Federal lands set aside for treaty negotiations represent a highly used network of trails; opportunities may exist to develop a working relationship with the Snunéymux <sup>w</sup> and Department of Aboriginal and Northern Development to discuss complementary interests.
There may be a lack of clarity about the relationship of Streamkeepers to GaLTT	Streamkeepers provides a level of expertise and knowledge about stream habitat on the island
Streamkeepers activities are confused with the implementation of Government RAR (Riparian Area Regulations)	Streamkeepers attracts and engages families and kids
Is there clarity about GaLTT's mandate regarding marine/land interface?	People tend to associate GaLTT with trail development and conservation related activities; there is an opportunity to broaden the understanding of GaLTT benefits to include enhanced community health and well-being.
Increased trail usage has the potential for user conflict and neighbourhood resistance (e.g., parking)	Opportunity to engage in more specific work related to the marine/land interface including lobbying for inclusion of Gabriola as part of the Southern Strait of Georgia National Marine Conservation Area and advocating against activities that could have a detrimental impact on the shoreline interface.
The Big Tree Registry remains an unfulfilled good idea.	In the current economic environment there may be opportunities to acquire land.
	As local elections occur, there is an opportunity to ensure new elected officials are aware of and supportive of GaLTT's work.

## Appendix C—GaLTT Specific Goal Timelines

<u>STRATEGIC DIRECTION</u>	<u>COMMITTEE LEADERSHIP</u>	<u>TIMELINE</u>
<p><b>Strategic direction 1</b></p> <p><b>SD1:</b> Geographic Scope  <b>SD1:</b> Streamkeepers' status</p>	<p>Executive                      Executive</p>	<p>2015-16                      By June 2015</p>
<p><b>Strategic direction 2</b></p> <p><b>SD2–1a:</b> Staff  <b>SD2–1b&amp;c:</b> Board mentors  <b>SD2–1d:</b> Other conservancies  <b>SD2–1e:</b> Investments  <b>SD2–1f:</b> Project management</p>	<p>Executive                      Executive                      Executive                      Executive                      Executive</p>	<p>2015                      2015                      Ongoing 2015-2020                      2015                      2015</p>
<p><b>Strategic direction 3</b></p> <p><b>SD3–1a:</b> User needs (bikes &amp; horses specifically)  <b>SD3–1b:</b> Trail inventory  <b>SD3–1c:</b> Develop legend for GaLTT trail map updates and appropriate signage.  <b>SD3–1d:</b> Communicate regularly via articles in Sounder and notices to members  <b>SD3–2:</b> Make detailed trail maps available on website  <b>SD3–3:</b> Trail development and maintenance  <b>SD3–4:</b> • Develop a long-range plan for specific areas of concern (e.g., invasive plants)                      • Implement this plan</p>	<p>•Trails &amp; Park Mgt;                      •Acquisitions &amp; Trail Routes;                      •Trails &amp; Park Mgt;                      •Acquisitions &amp; Trail Routes                      •Trails &amp; Park Mgt;                      •Acquisitions &amp; Trail Routes;                      •Communications                      •Acquisitions &amp; Trail Routes;                      •Communications                      •Trails &amp; Park Mgt;                      •Acquisitions &amp; Trail Routes;                      •Communications                      •Trails &amp; Park Mgt;                      •Acquisitions &amp; Trail Routes                      •Trails &amp; Park Mgt;                      •Acquisitions &amp; Trail Routes;                      •Executive</p>	<p>By end of 2015                      Ongoing 2015-2020                      2016–2017                      Ongoing 2015–2020                      2015–2016                      Ongoing 2015–2020                      2015                      2015–2020</p>
		<p><b>CONTINUED next page</b></p>

<u>STRATEGIC DIRECTION</u>	<u>COMMITTEE LEADERSHIP</u>	<u>TIMELINE</u>
<p><b>Strategic direction 4</b></p> <p><b>SD4–1a:</b> Assess protected land (to be based on the map produced in SD4–1e)</p> <p><b>SD4–1b:</b> Discussions with landowners</p> <p><b>SD4–1c:</b> Fundraising (depending on assessment)</p> <p><b>SD4–1d:</b> Set up EMC to keep ecosystem map updated</p> <p><b>SD4–1e:</b> • Map areas of sensitive ecosystems. • Once mapping is complete implement a timeline for restoration.</p> <p><b>SD4–2a:</b> Covenant database</p> <p><b>SD4–2b:</b> Maintain covenants (annual inspections)</p> <p><b>SD4–2c:</b> Establish covenant maintenance fund and criteria for level of funding</p> <p><b>SD4–2d:</b> Establish a covenant database of all protected land in local Islands Trust area</p>	<ul style="list-style-type: none"> <li>•Acquisitions &amp; Trail Routes; •Executive</li> <li>•Acquisitions &amp; Trail Routes; •Executive</li> <li>•Acquisitions &amp; Trail Routes; •Executive</li> <li>•Executive •Communications</li> <li>•Acquisitions &amp; Trail Routes; •Executive</li> <li>•Acquisitions &amp; Trail Routes; •Executive</li> <li>•Executive</li> <li>•Acquisitions &amp; Trail Routes; •Executive</li> </ul>	<p>2015–2016</p> <p>2017</p> <p>2017</p> <p>2018</p> <p>2015 and ongoing where possibilities exist</p> <p>2015–2020 and beyond.</p> <p>Immediate in 2015</p> <p>2015 and ongoing</p> <p>2016</p> <p>2015 and ongoing</p>
<p><b>Strategic direction 5</b></p> <p><b>SD5–1a:</b> Initiate and build relationships with local First Nations</p> <p><b>SD5–1b,c,d:</b> Maintain connections with local organizations and govt. representatives</p>	<ul style="list-style-type: none"> <li>•Executive •Communications</li> <li>•Executive •Trails and Park Mgt •Community Engagement</li> </ul>	<p>2015 and ongoing</p> <p>Ongoing</p> <p><b>CONTINUED next page</b></p>

<u>STRATEGIC DIRECTION</u>	<u>COMMITTEE LEADERSHIP</u>	<u>TIMELINE</u>
<p><b>Strategic direction 6</b></p> <p><b>SD6–1</b> Promote GaLTT and build membership</p> <p><b>SD6–2a,b, c:</b> Widen engagement with the community especially with younger members</p> <p><b>SD6–3a,b:</b> Review publications and engage landowners to reduce potential for conflict and problems</p> <p><b>SD6–4:</b> Implement Big Tree Registry</p>	<ul style="list-style-type: none"> <li>•Executive</li> <li>•Communications</li> <li>•Community Engagement</li>   <li>•Executive</li> <li>•Communications</li> <li>•Community Engagement</li>   <li>•Executive</li> <li>•Communications</li> <li>•Community Engagement</li>   <li>•Community Engagement</li> </ul>	<p>2015 and ongoing</p> <p>2015 and ongoing</p> <p>2015-2020</p> <p>2015 and ongoing</p>