

**From:** Bob Moffatt [REDACTED]  
**Sent:** Monday, February 14, 2022 11:44 AM  
**To:** Islands2050  
**Cc:** Clare Frater; Peter Grove; Laura Patrick; Peter Luckham; kneill@islengineering.com; Dan Rogers; Sue Ellen Fast; Russ Hotsenpiller; Deb Morrison  
**Subject:** Trust Policy Statement - Form & Content

Dear Trust Program Committee and Islands Trust Council,

I am writing to express my serious concern over the form and content of the Trust Policy Statement (TPS). In my view, the TPS is disconnected from the original intent of Section 15 of the Islands Trust Act. The act clearly sets out that the policy statement "must be a general statement of the policies of the trust council to carry out the object of the trust . . ."

The TPS no longer meets that criteria. It is a 37 page bloated cluster of intersecting strategies - part policy statement, part strategic plan, part environmental manifesto and part social justice tract.

It's specific in many sections and ambiguous and unclear in others. It lacks cohesion, it lacks flow, it lacks readability and is, arguably, an interpretive nightmare for the Islands Trust and Local Trust Councils.

Academics, planners and administrators, who are used to interpreting dense, convoluted institutional jargon, may find it understandable. However, for the general public, it is neither relevant nor comprehensible. I've had few friends able to read past page two or three in the document. Surely, the interests of the public should be a priority.

The Trust is spending an inordinate time on planning, at the expense of staff time and serving the public. It should be the reverse.

We are burdened and over governed with multiple plans. Many are created by the trust and local trust councils for the singular purpose of meeting the object of the trust.

Plans include the policy statement, the policy statement implementation plan, the official community plan, the Islands trust strategic plan and in some cases local trust council/municipal plans. It's a challenge for anyone to understand how these several planning documents are interrelated and used to fulfil the object of the trust. We have, I suppose, become quite prolific planners.

The Trust Council needs to simplify its planning function, rather than expand it. It needs to reduce what it is and what it does. The common sense way to address that is to start at the top with the TPS. It is a first order constitutional document and as such should be shorter (no more

than two or three pages), and function similar to an extended organizational mission statement.

It is in essence an expansion of the object of the islands trust as set out in Section 3 of the Islands Trust Act. It should identify the general strategic priorities and critical areas of emphasis. Specific directives or tactical matters should be assigned to the strategic plan, or local action plans. The TPS implementation plan should be scrapped.

In its current iteration, the TPS is the stereotypical example of central planning. It is a top down document that leaves little flexibility to local island councils/municipalities. Each island has its own character and challenges. Local councils must be given the authority to manage matters in accordance with the wishes and concerns of their respective communities, while respecting the object and mission of the Islands Trust.

In summary, the current version of the TPS should be scrapped and rewritten from the ground up. I submit that it's impossible to revise or amend the TPS without further confusion and disagreement. There are serious, complex issues that require much in-depth analysis and debate. The TPS is simply not the right instrument in which to pursue a comprehensive treatment of "wicked problems" such as housing, agriculture, forestry, reconciliation and climate change, along with other specific concerns (docks, desalination, tree cutting and so forth).

<https://www.stonybrook.edu/commcms/wicked-problem/about/What-is-a-wicked-problem>

The Trust Council must ensure that residents are accommodated in these debates and plans too. Public consultation and transparency must be factored in at every critical juncture.

Subject to the public engagement process, I urge the Trust Program Committee and Trust Council to create a simpler, more coherent, shorter version that meets the definition of the policy statement as originally contemplated in Section 15 of the Islands Trust Act. Residents expect it and the Trust will be in a better position to move forward with it.

Thank you.

Sincerely,

Bob Moffatt