

## 6.2.i. Guidelines

# PRIORITY SETTING/REVIEW GUIDELINES

Trust Council: June 6, 1992

Amended: June 10, 2004

### A: PURPOSE:

- 1.1. To outline priority setting and review, within the Islands Trust's strategic planning function.
- 1.2. To focus political and administrative attention, in a results-oriented fashion, to the realistic pursuit and achievement of the Trust's, policies and organizational strategic plans, long term goals, objectives and current issues/opportunities.
- 1.3. To provide a basis for budgeting, resource allocation and work programming decisions by the Trust's political bodies and management.
- 1.4. To monitor, adjust and evaluate the Trust's progress toward and achievement of performance targets.

### B: REFERENCES:

- 1.1. Policy Manual: Work Program, Follow-up Action Lists and Priorities Chart (6.7.i.)

### C: DEFINITIONS:

- 1.1. **Priorities/Strategies Matrix** - the summary document of Trust Council endorsed strategies to respond to key priority areas in pursuit of the Trust's identified policy statements, policies, goals, objectives and current issues/opportunities.
- 1.2. **Work Programs** - the working document of specific organizational units of the Trust outlining their key priorities and listing of future topics to be considered.
- 1.3. **Priorities** - matters which have been assessed as being of key importance for response.
- 1.4. **Strategy** - a preferred course of action among alternative responses to respond to and/or implement a priority.
- 1.5. **Action Plan** - an outline of activities, considerations and resource requirements to implement a specific strategy.
- 1.6. **Organizational Units** - the following specific bodies of the Islands Trust which have some form of direction-setting authority including political units: Trust Council, Local

Trust Committees (13), Council Committees (3), and Executive Committee; and the Management Unit: 2 Directors and the Chief Administrative Officer.

## **D: POLICY:**

### **1. PRIORITIES/STRATEGIES MATRIX**

- 1.1. The priorities/strategies matrix summarizes the top priorities of the Islands Trust's various structural units work programs:
  - i. 3 from the Executive Committee.
  - ii. 3 from each of Trust Council's 3 Committees.
  - iii. 3 from each of the Islands Trust's 13 Local Trust Committees.
  - iv. 3 from the Trust Fund Board.
- 1.2. The top priorities of an organizational unit must be those of the Trust Council's top priorities that fall within their terms of reference.
- 1.3. At each quarterly Trust Council meeting the Trust Council will review and update the matrix based on recommendations from the above organizational units via the Executive Committee in consideration of management's advice.
- 1.4. The Chief Administrative Officer is responsible for coordinating the priority setting/review process.
- 1.5. The Executive Committee is responsible for monitoring and reviewing the priority setting/review process.

### **2. WORK PROGRAMS**

- 2.1. Each of the Trust's organizational units is required to develop and maintain a work program to reflect:
  - i. those items which it has identified.
  - ii. items referred to it by Trust Council.
  - iii. those of Trust Council's top priorities that fall within its terms of reference.
- 2.2. Work program priorities of each organizational unit including activities, responsibilities, targets and status must be reported to Council on a quarterly basis.
- 2.3. Work program processes are coordinated by designate staff in consultation with the appropriate Chairperson.

- 2.4. Concerns regarding Local Planning team work programs are to be addressed first by the Regional Planning Manager, the Director of Local Planning Services and then by the Local Planning Committee if required.
- 2.5. Concerns regarding all other work programs are to be addressed by the Chief Administrative Officer and then the Executive Committee if required.

### **3. ACTION PLANS**

Action plans for the implementation of specific strategies may be prepared and/or requested as necessary to enhance decision-making.

### **4. THE PROCESS**

- 4.1. On a quarterly basis, all organizational units are required to submit to the Chief Administrative Officer their current work programs with their top priorities provided on page 1 of this document.
- 4.2. The Chief Administrative Officer will consolidate the top priorities of each organizational unit into the Priorities/Strategies Matrix for review by the Executive Committee.
- 4.3. The Executive Committee will present a Priorities/Strategies Matrix; a consolidation of each operational unit's priorities with a recommendation at each quarterly Trust Council meeting.
- 4.4. At the September quarterly Trust Council meeting, Council will conduct a major review of the Priorities/Strategies Matrix, in particular, its top priorities, as the basis for the annual budget process.
- 4.5. Any organizational unit may, at any time, make a recommendation to Trust Council at its quarterly meeting via the Executive Committee for reconsideration and/or change to Trust Council's top three priorities.