



Chief Administrative Officer Performance Evaluation Committee Special Meeting Agenda

Date: Friday, October 9, 2026
Time: 11:00 am - 12:00 pm
Location: Electronic Zoom Meeting

	Pages
1. CALL TO ORDER	
2. APPROVAL OF AGENDA	
2.1 Review of Agenda	
Late items, new items, and re-ordering of the agenda	
2.2 Approval of Agenda	
3. MINUTES OF PREVIOUS MEETING	
3.1 CAO Performance Evaluation Committee Draft Minutes of August 21, 2026	3 - 5
For adoption	
4. RESOLUTION WITHOUT MEETING	
4.1 Resolution Without Meeting No.: CAOPEC-RWM-2026-03 - Schedule a Special Meeting for October 9, 2026	6 - 6
For information	
5. FUAL - None	
6. BUSINESS	
6.1 CAO Performance Evaluation Committee – Key Deliverables for FY 2026/27 – Discussion	7 - 7
- To ensure the key deliverables for FY 2026/27 have been met. - To consider establishing the schedule of deliverables for FY 2028/29.	
6.2 CAO Performance Evaluation Policy 2.5.1 - Roundtable Discussion	8 - 13
Identify potential changes to the policy.	
6.3 CAOPEC Chair Message to Incoming Chair	14 - 15
Draft letter for review and approval.	
7. NEW BUSINESS	
8. NEXT MEETING	
To be determined in accordance with Policy 2.5.1, Section 1.2.4 (p. 3).	

9. CLOSED MEETING

If desired:

that the Chief Administrative Officer Performance Evaluation Committee close the meeting to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (1)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the Islands Trust or another position appointed by the Islands Trust; and that the recorder and staff attend the meeting.

10. RISE AND REPORT

If desired

11. ADJOURNMENT



**Chief Administrative Officer
Performance Evaluation Committee
Minutes of a Special Meeting**

Date: August 21, 2026
Location: Electronic Zoom Meeting

Members Present: Judith Gedy, Chair, Governance Committee
Laura Patrick, Chair, Islands Trust Council and Executive Committee
David Maude, Vice-Chair, Executive Committee
Kristina Evans, Chair, Trust Programs Committee
Sue Ellen Fast, Chair, Financial Planning Committee
Timothy Peterson, Vice-Chair, Executive Committee
Tobi Elliott, Vice-Chair, Executive Committee

Regrets Mairead Boland, Chair, Regional Planning Committee

Staff Present: Rueben Bronee, Chief Administrative Officer
Derek Cockburn, Acting Director, Financial and Employee Services
Corlynn Strachan, Executive Administrative Assistant

Guests and Members of the Public Present: No members of the public were present.

1. CALL TO ORDER

Chair Gedy called the meeting to order at 1:00 p.m. and provided a territorial acknowledgement.

2. AGENDA

2.1 Review of Agenda

Chair Gedy requested that the resolution to move into closed session be amended to specify that the session would be restricted, with the recorder and staff absent, and that only the Chief Administrative Officer would remain in the restricted session.

2.2 Approval of Agenda

By general consent, the CAO Performance Evaluation Committee approved the agenda, as amended.

3. PUBLIC COMMENTS PERIOD

There were no public attendees.

4. DELEGATIONS

There were no delegations.

5. DRAFT MINUTES OF PREVIOUS MEETING

5.1 CAO Performance Evaluation Committee Draft Minutes of August 12, 2026

By general consent, the CAO Performance Evaluation Committee approved the minutes as presented.

6. RESOLUTION WITHOUT MEETING

6.1 RESOLUTION WITHOUT MEETING NO. CAOPEC-RWM-2026-02

Received for information

7. FOLLOW UP ACTION LIST

Not applicable

8. BUSINESS

None

9. NEW BUSINESS

None

10. CLOSED MEETING

CAOPEC-2026-003

It was MOVED and SECONDED,

that the Chief Administrative Officer Performance Evaluation Committee close the meeting to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (1)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the Islands Trust or another position appointed by the Islands Trust; and that the recorder and staff, with the exception of the Chief Administrative Officer, absent themselves from the meeting.

CARRIED

11. RISE AND REPORT

None

12. NEXT MEETING

Not discussed

12. ADJOURNMENT

The meeting was adjourned at 1:09 p.m.

Judith Geyde, Chair

Certified Correct

Corlynn Strachan, Executive Administrative Assistant and Recorder

Minutes are not official until adopted at subsequent meetings.

Trust Programs Committee

CHIEF ADMINISTRATIVE OFFICER PERFORMANCE EVALUATION COMMITTEE (CAOPEC)
RESOLUTION WITHOUT MEETING

RESOLUTION WITHOUT MEETING NO. CAOPEC-RWM-2026-03

The following matter is considered urgent and necessary to establish a special meeting date for the Chief Administrative Officer (CAO) Performance Evaluation Committee before the end of the current Trustees' term.

It was MOVED by Trustee Peterson and SECONDED by Trustee Patrick,
That the Chief Administrative Officer Performance Evaluation Committee request staff to schedule an electronic Special Meeting for Friday, October 9, 2026, from 11:00 a.m. to 12:00 p.m.

Members were notified of the call for a mover and a seconder on September 21, 2026
Members were notified of the call for the vote on September 22, 2026

MEMBERS CONTACTED

Judith Gedye
Laura Patrick
David Maude
Kristina Evans
Mairead Boland
Sue Ellen Fast
Timothy Peterson
Tobi Elliot

DATE VOTE RECEIVED

September 22, 2026
September 21, 2026
September 21, 2026
September 21, 2026
September 21, 2026
September 21, 2026
September 21, 2026
September 21, 2026

VOTE

In Favour
In Favour
In Favour
In Favour
In Favour
In Favour
In Favour
In Favour

**MEMBERS VOTE NOT
AVAILABLE**

Not applicable

FINAL VOTE COUNT

8 IN FAVOUR

0 OPPOSED

THE CHAIR OF THE CHIEF ADMINISTRATIVE OFFICER PERFORMANCE EVALUATION COMMITTEE DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON SEPTEMBER 22, 2026.

CHAIR'S SIGNATURE

Judith Gedye, CAOPEC Chair

RECORDER'S SIGNATURE

Corlynn Strachan,
Executive Administrative Assistant

Attachment 1

Schedule for 2026/27 CAO Annual Performance Review

****This schedule template is adjustable and can be amended on an annual basis by the Chief Administrative Officer Performance Evaluation Committee.**

DELIVERABLE	WHO	DUE DATE
Start date of the evaluation process	CAOPEPC	May 25, 2026
Engage consultant (contract) to undertake and report on the 360 reviews	Director, Financial and Employee Services	June 30, 2026
360 review start	Consultant	July 31, 2026 (TBC)
360 reviews completed	Consultant	August 31, 2026 (TBC)
Report on 360 reviews to the CAOPEC	Consultant	September 15, 2026 (TBC)
Performance metrics	Consultant with CAOPEC	July 31, 2026
Benchmarks	Consultant	August 31, 2026
Self-review completed	CAO	August 31, 2026
Review of input, benchmarks	CAOPEC	September 15, 2026
Discussion with CAO	CAOPEC/Trust Council	TBD

APPROVED BY CAOPEC: [Date]



Policy:	2.5.1
Approved By:	Trust Council
Approval Date:	June 19, 2025
Amendment Date(s):	
Policy Holder:	Director, Legislative and Information Services (Secretary)

Chief Administrative Officer Performance Evaluation

Overview

The Chief Administrative Officer (CAO) plays a pivotal role in the leadership and management of Islands Trust, serving as the primary link between Trust Council, staff, and external partner groups. The CAO is responsible for providing strategic advice, ensuring organizational effectiveness, and driving the implementation of Trust Council's priorities and goals. This leadership position directly influences the success of the organization, the morale of staff, and the relationships with key partners, including local communities, First Nations, and other levels of government.

Given the importance of this role, a robust and comprehensive performance review process is essential to:

- ensure accountability and alignment with the organization's strategic direction
- provide a fair and constructive mechanism for feedback
- foster continuous professional development and improvement
- support the CAO in navigating challenges and achieving organizational excellence

This policy outlines a transparent and consistent framework for evaluating the CAO's performance, ensuring their efforts are recognized, their challenges are addressed, and their leadership drives the success of Islands Trust.

Purpose

This policy establishes a structured, fair, and transparent process for evaluating the performance of the CAO of Islands Trust. It aims to:

- promote accountability, leadership, and continuous improvement
- align the CAO's performance with the strategic goals of Islands Trust
- facilitate open and constructive feedback between the CAO, Trust Council, and staff
- ensure organizational and operational effectiveness

Scope

This Performance Evaluation Policy applies only to the CAO of Islands Trust Council.

Policy

1. CAO Performance Evaluation Framework

1.1 Initial Six-Month Review and Evaluation

1.1.1 Purpose: The initial six-month review evaluates the CAO's integration into Islands Trust, their capacity to address immediate priorities, and their demonstrated leadership potential.

1.1.2 Areas for Review:

- Building relationships with trustees, direct reports, staff, and external partner groups.
- Understanding organizational policies, challenges, culture, and strategic priorities.
- Delivering on key initial responsibilities, such as supporting and providing high-quality advice to Trust Council, establishing performance plans for senior staff, improving organizational communication, and assessing the strategic and operational needs of Islands Trust.
- Ethical standards, decision-making, and accountability.

1.1.3 360 Process:

- Self-Assessment: The CAO completes a self-assessment report reflecting on achievements and challenges.
- Feedback Collection: Feedback is gathered via surveys and interviews from trustees, staff, and, if required, external partner groups. An external consultant will conduct this process and produce a report, to be presented to the designated CAO Performance Evaluation Committee (CAOPEC).
- Evaluation Committee: The CAOPEC reviews the findings of the report.
- Evaluation Meeting: The CAOPEC meets with the CAO to review findings and discuss short and long-term goals for the CAO, to be evaluated at the annual performance review.

1.2 Recurring Annual Performance Review

1.2.1 Purpose: The review evaluates the CAO's annual key performance objectives, based on progress on strategic goals, personal development goals, and contribution to organizational performance.

1.2.2 Areas for Review:

- Leadership and Management: Staff morale, retention, empowerment, and overall organizational culture.
- Strategic Planning and Implementation: Progress on Trust Council's strategic and corporate plans.

- **Communication and Relationship-Building:** Effective communication with staff, trustees, and external partner groups, including First Nations and government agencies.
- **Operational Efficiency:** Streamlining operations, improving processes, and ensuring financial accountability through effective budget management.
- **Ethics and Accountability:** Maintenance of ethical standards, transparency, and accountability.

1.2.3 360 Process:

- **Self-Assessment:** The CAO reflects on their performance and progress toward goals.
- **Feedback Collection:** A 360-degree feedback process, including surveys and interviews with trustees, staff, and, if required, external partner groups. An external consultant will conduct this process and produce a report, to be presented to the CAOPEC.
- **Evaluation Committee:** The CAOPEC reviews the findings of the report.
- **Evaluation Meeting:** The committee meets with the CAO to discuss the review and establish new goals.
- **Report and Documentation:** A written report summarizes the evaluation, key findings, and agreed-upon objectives for the following year. It is agreed upon and signed by the Chair, Vice-Chair, and CAO, and endorsed by Trust Council.

1.2.4 Schedule for Annual Performance Review:

- Annually, in April, the CAOPEC will establish a start date to initiate and schedule an evaluation process, and update appendix 1 to reflect the needs of that particular year.
- See Appendix I for a detailed timetable for the annual CAO performance review process.

1.2.5 The final evaluation of the Chief Administrative Officer will be endorsed by Trust Council and then signed by the Chair, the Vice-chair, and the Chief Administrative Office.

2. Evaluation Criteria

- **Strategic Leadership:** Demonstrates strategic thinking, provides actionable advice, and implements Trust Council's vision and priorities.
- **Staff and Organizational Support:** Builds a safe, inclusive workplace culture, empowers staff, and maintains high staff morale.

- **Partner Engagement:** Effectively communicates and builds partnerships with key external groups, including Islands Trust communities, First Nations, and regional and provincial government entities.
- **Operational Excellence:** Demonstrates adaptability, innovation, and the ability to solve emerging challenges.
- **Ethics and Integrity:** Exhibits transparency, fairness, and accountability in all actions and decisions.

3. Methods of Evaluation

- **360-Degree Feedback:** Surveys and interviews with trustees, senior staff, and key partner groups.
- **Independent Third-Party Reviews:** Employing an external consultant to manage the evaluations process objectively on an annual basis and offer feedback on the process where necessary.
- **Performance Metrics:** Progress reports on strategic goals, operational improvements, and organizational milestones.
- **Trustee and Staff Surveys:** Anonymous surveys to evaluate the CAO's support and leadership.
- **Self-Assessment Reports:** Annual self-evaluations reflecting on progress and identifying challenges.
- **Benchmarking:** Comparing the CAO's role and performance with similar positions in other BC local governments to ensure fair assessments.

4. Compensation

- **Performance-Based Adjustments:** Adjustments to the CAO's salary or other compensation will be based on the overall performance as outlined in this policy unless specific terms are separately prescribed in the CAO's employment contract.

4.1 Compensation Review:

- The CAOPEC will review the CAO's compensation annually.
- The CAOPEC will consider performance evaluation results, progress on strategic goals, and any relevant market benchmarks.
- The committee will make a recommendation regarding compensation adjustments to Trust Council for approval.

5. CAO Feedback

To ensure fairness and organizational improvement, the CAO will be given opportunities to:

- Provide feedback on systemic challenges, organizational dysfunctions, or other barriers.
- Offer insights and strategic advice for improving operations and decision-making.

6. Confidentiality and Reporting

- All feedback collected during the evaluation process will remain confidential and anonymized to ensure open and honest responses.
- Final evaluation reports will be shared with Trust Council and maintained by Human Resources as part of the CAO's employment records.

7. Review and Amendments

- This policy will be reviewed on an annual basis by Trust Council to ensure its effectiveness and relevance. An external consultant may be hired to assist with the Performance Evaluation review.
- Amendments may be made to incorporate best practices or address organizational needs.

8. Approval and Implementation

The CAO Performance Evaluation Policy integrates robust evaluation, accountability, and performance-based considerations to ensure the CAO's role is effectively aligned with the organizational priorities of Islands Trust.

Appendix I

Schedule for Annual Performance Review

****This schedule template is adjustable and can be amended on an annual basis by the Chief Administrative Officer Performance Evaluation Committee.**

DELIVERABLE	WHO	DUE DATE
Start date of the evaluation process		
Engage consultant (contract) to undertake and report on the 360 reviews		
360 review start		
360 reviews completed		
Report on 360 reviews to the CAOPEC		
Performance metrics		
Benchmarks		
Self-review completed		
Review of input, benchmarks		
Discussion with CAO		

<<DATE>>

Dear Incoming Chair of the Chief Administrative Officer Performance Evaluation Committee(CAOPEC),

Congratulations on your election! Here is some information that I hope you find useful in chairing this advisory standing committee of Islands Trust Council.

The CAOPEC is made up of the four Trustees of the Executive Committee and the Chairs of the Financial Planning Committee (FPC), Trust Programs Committee (TPC), Regional Planning Committee (RPC), and Governance Committee (GC).

As per section 9 and attachment 1 (section 4) of the **Executive Committee Terms of Reference** ([policy](#) 2.4.1), the responsibilities for this committee are to:

1. recruit, appoint and orient the CAO,
2. coordinate any discipline actions associated with the CAO, should they arise, and
3. if necessary, work with the Public Service Agency and make recommendations to the Trust Council about terminating the CAO's employment.

Being a standing committee of Trust Council, additional responsibilities are included in attachment seven of the **Council Committee System and Terms of Reference** ([policy](#) 2.3.1):

1. initial and on-going evaluation of the CAO, and
2. other duties as required by the Executive Committee.

This past term was an active one for this committee. In the fall of 2024, the committee was created and we started a process where we interviewed and hired a recruiting firm, Leader International, to help us screen and manage interviews of several candidates, and in the hiring of our new CAO, Rueben Bronee. CAO Bronee has focused his attention on improving the culture at the Islands Trust, providing an extensive Operational Review, as well as developing a Corporate Plan process that will encompass the strategic guidance from both the Trust Council and priority projects from staff. Most recently, we again hired Leader International to perform a survey of both trustees and staff, to gather important information to support our current CAO evaluation which we completed at the final Trust Council meeting in September, 2026. We hope to have additional recommendations re: anonymity throughout the survey process completed by the end of this term, but which will need to be confirmed by the next Trust Council.

Next term you will need to focus Trust Council's attention on two critical elements: formalizing our recruitment process (long term and hopefully not required in the near future), as well as (short term) planning the continuous CAO evaluation process.

You will find the staff to be extremely competent, helpful and supportive. They have provided me with excellent advice and I haven't hesitated to ask them questions.

Sincerely,

Judith Gedye
Outgoing Chair, CAOPEC
Nexwlélexwm (Bowen Island) Municipal Councillor / Islands Trust Trustee