



Executive Committee Addendum

Date: Wednesday, November 23, 2022
Time: 9:00 am
Location: Electronic meeting, Public venue
Islands Trust
200-1627 Fort Street
Victoria, BC V8R 1H8

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10. CORRESPONDENCE (for information unless raised for action)	
10.5. <i>M. Gang re: need for review and restructure email dated November 10, 2022</i>	2 - 3

From: Marjorie Gang <[REDACTED]>
Sent: Thursday, November 10, 2022 7:36 AM
To: Communications <Communications@islandstrust.bc.ca>
Subject: Need for review and restructure

Dear Islands Trust Staff and Trustees,

The Islands Trust Act, proclaimed in 1974, was amended in 1977 to give Islands Trust land use planning authority. Seven amendments and three policy changes later,

The **Stantec** and **Fraser Reports** were contracted for the Islands Trust in 2007. Both are primarily reviews of the IT's Local Planning Services. Both contain many recommendations for change and improvement.

The Stantec Report emphasizes improved **Community Planning**.

"In the recent staff survey, planning staff had little idea of how they were being evaluated. This was a major concern. **"A formal system of yearly goal setting and performance evaluation should be instituted that has staff performance in synch with organizational goals."**

"Sticking to the knitting" was recommended – planning staff should focus on their core planning function and not be caught up in the other side of the mandate – the "advocacy role. If it is a legitimate role, it should be resourced separately from the planning function.

"There is not an organized forum to **look at setting priorities from the perspective of the overall organization**. A best, it seems to be handled on an ad hoc basis by staff. **A long-range plan for completing major projects, including timelines, should be developed** within the overall context and have the endorsement at the broad political level. It is a plan for planning and is **essential to success**. It's not just setting the priorities; it is necessary to complete them. While staff are key participants in the discussion and formulation of a priority list, it should not be up to staff to set priorities."

The Fraser Report also emphasizes **Community Planning**:

"Current service delivery does not meet acceptable standards...Unacceptable service delivery is a symptom of an inappropriately organized, resourced and managed work group. This manifests in a **lack of accountability which denies the LPS unit the opportunity to measure performance and improve or celebrate their performance.**"

"...Despite rising workloads, policies and procedures are not improved as **poor service delivery has little consequence and improved service delivery has little reward**. Staff and Trustees become frustrated with unrealistic personal expectations that can not be knowingly revised, and the morale of staff and Trustees suffers as seemingly the simplest piece of work must queue up for staff time in a perennially long and undefined waiting line."

"The Islands Trust must not allow Development Management applications to distract us from our collective responsibility. Therefore the **allocation of resources** primarily, **to Community Planning**, must be a key component in any new organizational structure and management approach. It is inherently more efficient to vet applications against a clear Community Plan than to process an application with an uncertain chance of approval in a poorly defined community context."

Both of these reports indicated that having a PLAN with clear GOALS and PERFORMANCE EVALUATION are essential components to a functional organization.

Fifteen years on, things haven't improved. The 2022 professional IT Governance and Management Review report documents this same dysfunction:

"Trust Council should adopt a four- or five- year corporate plan that integrates strategic and financial components, reviewed and updated annually, identifying the initiatives to be undertaken, the corresponding financial resources, along with performance metrics to measure achievement."

The recently elected Trust Council, the IT's governing body, is tasked with developing a budget for the 2023/24 fiscal year.

Among the budget assumptions for the 2023/24 fiscal years are assumptions that:

- scopes of project will increase,
- project budgets will increase,
- taxation pressure will increase, and
- ongoing projects (that's most of the big ones) will be carried through to completion.

The ongoing high-cost projects are exactly the ones these reports denounce. Without a plan, without measurable goals, the scope of these projects is unlimited, and so is the taxation pressure.

Among the 15 recommendations of last year's Governance and Management Review are several that can be addressed internally, and some that require provincial intervention and further amendments to the Islands Trust Act. Trust Council requested help from the Ministry of Municipal Affairs, and was advised by Minister Nathan Cullen to work on fixing those that could be done internally, and to report to him the views of the new governing body on the more extensive governance failures detailed in the report.

But the taxation meter is clicking away, and the budget cycle has begun. I hope the Minister of Municipal Affairs will become our champion before it's too late to salvage another four years.

Sincerely,

Marjorie Gang, M.A. Edu.

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Denman Island, B.C. V0R1T0

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