



Islands Trust Council Committee of the Whole Meeting Agenda

Date: Tuesday, May 13, 2025

Time: 1:00 p.m. - 4:00 p.m.

Location: Electronic Meeting, and a physical location to view the livestream of the meeting:
Islands Trust Victoria Office
#200 - 1627 Fort Street
Victoria, BC V8R 1H8

Pages

1. CALL TO ORDER
2. TERRITORIAL ACKNOWLEDGEMENT
3. APPROVAL OF AGENDA
4. ADOPTION OF MINUTES

For review and adoption.

4.1 Draft Committee of the Whole Meeting Minutes of May 6, 2025

*To be included following the May 6th meeting.

5. FOLLOW UP ACTION LIST

*To be included following the May 6th meeting, if appropriate.

6. BUSINESS

- A. Regarding recommendation 1 of the 2022 Governance Report [election of Trust Council leadership], that Trust Council *request staff to work with Governance Committee to review the process for election of the Executive Committee, and delegated authorities to the Executive Committee;*
- B. Regarding recommendation 3 of the 2022 Governance Report [committee membership], that Trust Council consider whether any work is warranted;
- C. Regarding recommendation 4 of the 2022 Governance Report [committee mandates], that Trust Council *request staff to review how it establishes its committee work programs;*
- D. Regarding recommendation 5 of the 2022 Governance Report [roles of committees], that Trust Council *request staff to review how committees present and support their advice to Trust Council and the timing of the presentations to Trust Council,*
- E. Regarding recommendation 6 of the 2022 Governance Report [helping trustees understand their roles], that Trust Council *request staff to work with the Executive Committee to develop, in advance of the 2026 election, communication materials on the roles of trustees;*
- F. Regarding recommendation 7 of the 2022 Governance Report [helping trustees fulfil their roles] that Trust Council *request staff to update, in advance of the 2026 election, the orientation approach for trustees with a focus on procedural and substantive matters;*
- G. Regarding recommendation 8 of the 2022 Governance Report [secretary to Trust Council] that Trust Council *request staff review the function of the Corporate Secretary;*
- H. Regarding recommendation 11 of the 2022 Governance Report [adoption of comprehensive, multi-year planning document] that Trust Council *request staff update and recommend to Trust Council policies to incorporate the Corporate Plan Planning Framework in its operations and budgeting processes;*
- I. Regarding recommendation 12 of the 2022 Governance Report [communications and engagement] that Trust Council *request staff work with the Executive Committee to review and update Trust bodies' advocacy policies;*
- J. Regarding recommendation 13 of the 2022 Governance Report [management alignment with Trust Council] that Trust Council *request staff to work with the Executive Committee to review staff support to Trust Council, identify strengths and weaknesses in that support, and options for addressing that analysis;*
- K. Regarding recommendation 14 of the 2022 Governance Report [exploiting the potential for synergy between ITC and other components of Islands Trust] that Trust Council *request staff to report back on the current situation, strengths and weaknesses, and options for addressing opportunities to improve synergy between Islands Trust Conservancy and Islands Trust operations;*
- L. That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:
- recommendation 2 [Number of Committees and Committee Mandates];
 - recommendation 9 [First Nations Representation], pending the outcome of the request of the Province to review the Islands Trust governance structure;

- recommendation 10 [Provincial Representation] pending the outcome of the request of the Province to review the Islands Trust governance structure' and
- recommendation 15 [Trustee Compensation], pending the Trustee Remuneration Policy review.

M. That Trust Council request staff to prioritise in order these recommendations:

- G [secretary to Trust Council],
- H [adoption of comprehensive, multi-year planning document], and
- F [helping trustees fulfil their roles],

with the understanding that recommendations:

- A [election of Trust Council leadership],
- B [committee membership],
- C [committee mandates],
- D [roles of committees], and
- E [helping trustees understand their roles]

will be undertaken by staff as appropriate, and recommendations:

- I [communications and engagement],
- J [management alignment with Trust Council] and
- K [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust]

will be undertaken when prioritised by Trust Council.

7. CLOSED MEETING (If needed)

8. RISE AND REPORT

9. NEW BUSINESS

10. NEXT MEETING

The next Committee of the Whole meeting is scheduled to be held electronically on May 29, 2025 at 1:00 p.m.

11. ADJOURNMENT



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** June 17, 2025
From: Governance Committee **Date Prepared:** April 9, 2025
SUBJECT: 2022 Governance Report Recommendations

RECOMMENDATION:

- A. Regarding recommendation 1 of the 2022 Governance Report [election of Trust Council leadership], that Trust Council *request staff to work with Governance Committee to review the process for election of the Executive Committee, and delegated authorities to the Executive Committee;*
- B. Regarding recommendation 3 of the 2022 Governance Report [committee membership], that Trust Council consider whether any work is warranted;
- C. Regarding recommendation 4 of the 2022 Governance Report [committee mandates], that Trust Council *request staff to review how it establishes its committee work programs;*
- D. Regarding recommendation 5 of the 2022 Governance Report [roles of committees], that Trust Council *request staff to review how committees present and support their advice to Trust Council and the timing of the presentations to Trust Council,*
- E. Regarding recommendation 6 of the 2022 Governance Report [helping trustees understand their roles], that Trust Council *request staff to work with the Executive Committee to develop, in advance of the 2026 election, communication materials on the roles of trustees;*
- F. Regarding recommendation 7 of the 2022 Governance Report [helping trustees fulfil their roles] that Trust Council *request staff to update, in advance of the 2026 election, the orientation approach for trustees with a focus on procedural and substantive matters;*
- G. Regarding recommendation 8 of the 2022 Governance Report [secretary to Trust Council] that Trust Council *request staff review the function of the Corporate Secretary;*
- H. Regarding recommendation 11 of the 2022 Governance Report [adoption of comprehensive, multi-year planning document] that Trust Council *request staff update and recommend to Trust Council policies to incorporate the Corporate Plan Planning Framework in its operations and budgeting processes;*
- I. Regarding recommendation 12 of the 2022 Governance Report [communications and engagement] that Trust Council *request staff work with the Executive Committee to review and update Trust bodies' advocacy policies;*
- J. Regarding recommendation 13 of the 2022 Governance Report [management alignment with Trust Council] that Trust Council *request staff to work with the Executive Committee*

to review staff support to Trust Council, identify strengths and weaknesses in that support, and options for addressing that analysis;

- K. Regarding recommendation 14 of the 2022 Governance Report [exploiting the potential for synergy between ITC and other components of Islands Trust] that Trust Council *request staff to report back on the current situation, strengths and weaknesses, and options for addressing opportunities to improve synergy between Islands Trust Conservancy and Islands Trust operations;*
- L. That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:
- recommendation 2 [Number of Committees and Committee Mandates];
 - recommendation 9 [First Nations Representation], pending the outcome of the request of the Province to review the Islands Trust governance structure;
 - recommendation 10 [Provincial Representation] pending the outcome of the request of the Province to review the Islands Trust governance structure' and
 - recommendation 15 [Trustee Compensation], pending the Trustee Remuneration Policy review.
- M. That Trust Council request staff to prioritise in order these recommendations:
- G [secretary to Trust Council],
 - H [adoption of comprehensive, multi-year planning document], and
 - F [helping trustees fulfil their roles],
- with the understanding that recommendations:
- A [election of Trust Council leadership],
 - B [committee membership],
 - C [committee mandates],
 - D [roles of committees], and
 - E [helping trustees understand their roles]
- will be undertaken by staff as appropriate, and recommendations:
- I [communications and engagement],
 - J [management alignment with Trust Council] and
 - K [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust]
- will be undertaken when prioritised by Trust Council.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The recommendations are presented in order of the 2022 Governance Report recommendations. While recommendations A, B, C, D and E are either relatively routine and required to be done, or are well underway, others will require prioritization. The 2022 Governance Report recommendations not recommended to advance are those that have been dealt with, or that require provincial legislative amendments. As Trust Council has already asked for a review of its governance structure, these should await the response from the Province to that request.

1 PURPOSE:

To provide direction on implementation of the 2022 Governance Report recommendations

2 BACKGROUND:

In February 2022 Trust Council received a report entitled "[Islands Trust Governance Review](#)" that it commissioned from Great Northern Management Consultants on the governance of the Islands Trust. The report contains 15 recommendations related to Trust Council's operations and the Islands Trust Conservancy, and an appendix with recommendations related to land use planning.

The Director, Planning Services has been working with his staff to implement many of the planning services recommendations. This Request for Decision is focused on the 15 recommendations related to the Islands Trust operations.

In regards to recommendations 9 and 10 in the Governance report, Trust Council has sent a request to the Province for a review of its legislation. It is explicit in the letter to the Province that addressing the interests of Indigenous governing bodies is the highest priority for the Trust and a review of the Islands Trust governance structure should address this.

In regard to recommendation 12 in the Governance report (here referred to as “I”), an updated policy would refresh the approach to advocacy, communication, engagement and government relations by Trust bodies, and ensure the work is relevant and appropriate to further the Object of the Islands Trust.

Attachment 1 is a working document from staff for the Governance Committee which includes the 15 recommendations from the Governance Report, along with relevant information from that report explaining the recommendation, an indication of work already undertaken in relation to that recommendation, and Governance Committee recommendations (as of December, 2024) on next steps.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

Some recommendations (A through E) are mostly routine and work that would need to be done to some degree to prepare for the 2026 elections, and improve Trust Council meeting processes. These are not likely to add much work for staff. Recommendations F, G and H will require consideration of prioritization and in some instance funding to support consultants (if this is a desired approach). Recommendations I and J will involve staff time and prioritization on the Executive Committee work program in order to undertake them. The work for I would be under Trust Area Services with support from Legislative and Information Services; the work for J would be largely undertaken by the Executive office with support from Legislative and Information Services. Recommendation L to not undertake the listed items, will allow staff time to be focused on other areas. As noted, some of the items in L have already been dealt with, or pending the outcome of action already taken by Trust Council. Postponing any further work on these will allow any work to be aligned with the results of action already taken (such as the TC ask of the Province).

FINANCIAL:

If consultants are required to undertake some of the reviews (for recommendations G or H) then additional funding will be required in the budget for this purpose.

POLICY:

Updated policies as per recommendations B, E and F.

IMPLEMENTATION/COMMUNICATIONS:

Communication and implementation as per normal procedures for advancing Trust Council work; additions to appropriate work programs and follow-up action lists.

FIRST NATIONS RELATIONS:

Consideration of First Nations participation on Trust Council has been included in the request for Provincial review of the Islands Trust governance structure.

OTHER:

There are no other implications.

4 RELEVANT POLICY(S):

Islands Trust Act

5 ATTACHMENT(S):

Appendix 1: 2022 Governance Review Recommendations and Comments

RESPONSE OPTIONS

Recommendation:

As outlined above.

Alternative:

As requested by Trust Council.

Prepared By: David Marlor, Director, Legislative and Information Services

**Reviewed By/Date: Rueben Bronee, Chief Administrative Officer
Governance Committee, April 9, 2025**

LEADERSHIP

Consultant's Report Recommendation 1 - Election of Trust Council Leadership

More time should be provided for Trustees to assess the suitability of candidates running for Trust Council Chair and Vice-Chair. It is up to Trust Council itself to determine what method best addresses the need for better-informed elections to Trust Council leadership positions.

Report Commentary on Recommendation:

The most important consideration any new election system must take into account is Trustees' need for a reasonable amount of time before votes are held for the election of Chair, Executive Committee members and other Committee Chairs.

Providing more time for Trustees to assess the suitability of candidates would allow for a more substantive exchange of information regarding candidates' qualifications and perspectives on how they see the Islands Trust evolving and how they see their role.

The extra time should also provide the opportunity for Trustees to acquire a high-level appreciation of the priorities and pressing issues the Islands Trust is facing.

It is up to Trust Council itself to determine what method best addresses the need for better-informed elections to Trust Council leadership positions. The only constraint is the need to ensure the continuity of leadership.

For example, Trust Council could elect an interim Chair and interim members of the Executive Committee for a short period of time, pending the opportunity for Trustees to get to know each other and hold an informed election. Furthermore, it is the prerogative of Trustees to determine the term of the Chair and Executive Committee members.

Islands Trust Actions Taken to Date to Address Recommendation 1:

Following local election results, 2 letters of introduction sent informing newly elected on next steps, orientation processes, inaugural Trust Council and elections of executive.

Electronic meet and greet held prior to first Council meeting.

In 2022, a call for those interested in standing for Executive Committee was sent out in advance of the inaugural November meeting, and election of the Executive Committee was held on the last day of the three-day meeting to allow time for trustees to get to know candidates.

Governance Committee Recommendation A:

That Trust Council request staff to work with Governance Committee to revise the process for election of the Executive Committee, and review delegated authorities to the Executive Committee, in consideration of Recommendation 1 [election of trust council leadership] of the 2022 Governance Report.

Work on the process for the Election of the Executive Committee is something staff will be working on regardless. Staff can develop information for the lead up to the election, and schedule the first three-day Trust Council meeting in a way to maximise time for trustees to get to know each other, and the role of the Executive Committee.

Reviewing delegated authorities to the Executive Committee would involve significant staff work, and involve reviewing multiple Trust Council policies, in which most of the delegations occur. This work could also be undertaken as part of the Governance Committee project to review all Trust Council policies.

TRUST COUNCIL COMMITTEES

Consultant's Report Recommendation 2 - Number of Committees and Committee Mandates

The Trust Council should undertake a comprehensive review of its committee structure, with the idea of increasing the number of committees with mandates more focused on the subjects and issues that reflect Trust Council priorities. Frequent use should be made of sub-committees and ad hoc committees to address particular topics.

Report Commentary on Recommendation:

The only way a 26-member Council, meeting relatively infrequently, can govern effectively is through a robust committee system.

Islands Trust Actions Taken to Date to Address Recommendation 2:

June 2022 – In response to receipt of the governance report, Trust Council established the [Standing Governance Committee](#) (GC), members [elected](#) by Trust Council

March 2024 – Establishment of Committee of the Whole

Working groups established:

02-14-2023 - [Corporate Working Group](#) (see #11)

05-24-2024 - [Tiny House on Wheels Working Group](#)

07-12-2024 – [Governance Committee Working Group](#)/Provincial Review

Governance Committee Recommendation L:

That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:

- ***recommendation 2 [Number of Committees and Committee Mandates];***

Trust Council had made changes to its committee structure with the use of select committees and the addition of Governance Committee and Committee of the Whole. Trust Council could now focus on using these committees in an efficient way, and may consider making amendments to its Council Committee policy and Meeting Procedures Bylaw to do so.

Consultant's Report Recommendation 3 - Committee Membership

While the number of committees should increase, the number of trustees on committees could be reduced. Membership should strive for some regional balance, and a match of Trustees' interests and expertise with committee mandates.

Report Commentary on Recommendation:

All Trustees should be members of at least one committee. Individuals other than Trustees should also be considered for committee membership where appropriate to ensure the desired representation, subject-matter expertise, or other relevant criteria.

All committee membership should be subject to Trust Council approval. This manner of proceeding will have a particular impact on membership of the Financial Planning Committee, which is currently dominated by Executive Committee members and appointees.

Islands Trust Actions Taken to Date to Address Recommendation 3:

Existing Council Committee System Policy 2.3.1 requires ratification of all appointments to committees by Trust Council. Select committees may only be created by Trust Council resolution. The policy was amended by Trust Council to create the Governance Committee (as a standing committee), and this committee membership is selected by election of Trust Council members.

Governance Committee Recommendation B:

That Trust Council consider whether any work on recommendation 3 [Committee Membership] of the 2022 Governance Report is warranted.

Trust Council had made changes to its committee structure with the use of select committees and the addition of Governance Committee, and Committee of the Whole. Trust Council could now focus on using these committees in an efficient way, and may consider making amendments to its Council Committee policy and Meeting Procedures Bylaw to do so. It is likely additional committees would require increased resources to properly support their work and administration.

Consultant's Report Recommendation 4 - Committee Mandates

Committee mandates should reflect Trust Council's priorities and areas of greatest concern.

Report Commentary on Recommendation:

For example, it may be useful to have a committee focused on marine issues, or a committee that fosters better approaches and mechanisms to increase inter-LTC sharing of best practices. Establishment of a governance committee with a mandate to ensure that governance best practices are in place at Trust Council is of special importance.

Islands Trust Actions Taken to Date to Address Recommendation 4

June 2022 – Trust Council established the [Standing Governance Committee](#) (GC), members [elected](#) by Trust Council. Terms of Reference include making recommendations to Trust Council on governance best practices.

No action taken to discuss creation of a committee focused on marine issues. Currently, such matters would be addressed by Trust Programs Committee (advocacy and education related) and Regional Planning Committee (from a planning perspective).

Trust Council's other standing committees are already aligned with Trust Council's primary areas of function:

RPC – Planning related issues
TPC – Trust-wide related issues
FPC – Financial management

Governance Committee Recommendation C:

That Trust Council request staff to review how it establishes its committee work programs, as per Recommendation 4 [committee mandates] of the 2022 Governance Report.

The mandates of the Council Committee are established by Trust Council policy; however, while the committees all report their top priorities to Trust Council, there is not a clear process during the meeting to ensure that the committees are receiving Trust Council endorsement or direction on particular work. Generally, the reports are received and therefore deemed to be approved unless stated otherwise.

Consultant's Report Recommendation 5 - Role of Committees

Recommendations from committees to Trust Council should be truly "owned" and championed by the committee.

Report Commentary on Recommendation:

The role of committees is not only to ensure proposals recommended to Trust Council are sound policies, but also that all other considerations arising from the proposals, including political considerations, have been recognized and, where appropriate and possible, taken into account.

There is also an important onus on committee members to ensure proposals have been considered from a Trust-wide, federal point of view. The aim is always to provide a recommendation that will shape the debate at Trust Council in such a manner as to focus quickly on what is truly important and, possibly, contentious; doing so will facilitate meaningful discussion and satisfactory resolution by Trustees, without using an undue amount of time.

Always, when developing committee recommendations, the importance of achieving consensus should be a priority.

Islands Trust Actions Taken to Date to Address Recommendation 5

Trust Council agenda includes work program reports from committees, and this is an opportunity for the committee chair to speak to the items.

Governance Committee Recommendation D:

That Trust Council request staff to review how committees present and support their advice to Trust Council and the timing of the presentations to Trust Council, as per Recommendation 5 [roles of committees] of the 2022 Governance Report.

The mandates of the Council Committee are established by Trust Council policy; however, while the committees all report their top priorities to Trust Council, there is not a clear process during the meeting to ensure that the committees are receiving Trust Council endorsement or direction on particular work. Generally, the reports are received and therefore deemed to be approved unless stated otherwise.

Consultant's Report Recommendation 6 - Helping Trustees Understand Their Role

Exercising agency requires that Trustees understand their dual role, be prepared to expend the effort necessary to fulfil it, and are properly equipped to do so.

Report Commentary on Recommendation:

Prior to standing for election, Trustee candidates should have the benefit of a briefing that provides a full description of what the job entails. Of particular importance is the need to ensure candidates understand Trustees' "federal" responsibilities. Often, Trustees' role at Trust Council is seen as secondary, if it is considered at all, when individuals decide to stand for office. Yet, the federal role can be the more challenging one, requiring Trustees to think beyond the interest of their LTA and adopt Trust-wide perspectives, without which effective governance cannot be achieved.

Islands Trust Actions Taken to Date to Address Recommendation 6

No work has taken place on this to date.

Governance Committee Recommendation E:

That Trust Council request staff to work with the Executive Committee to develop communication materials in advance of the 2026 election on the roles of trustees as per Recommendation 6 [helping trustees understand their roles] of the 2022 Governance Report.

This work could be undertaken by staff well in advance of the 2026 election to develop materials to assist candidates to understand the role as local trustee and member of Trust Council.

Consultant's Report Recommendation 7 - Helping Trustees Fulfill Their Role

To help Trustees fulfill their role, post-election briefings and workshops should be held, covering both procedural and substantive matters integral to their duties at Trust Council.

Report Commentary on Recommendation:

Section 17(1)(a) of the Islands Trust Act authorises Trust Council to appoint a person to the Office of Secretary. A corporate secretary's duties include ensuring the framework by which the organisation's governing body fulfills its duties and responsibilities is upheld and operates efficiently, including compliance with statutory and regulatory requirements, and in such a manner as to facilitate optimal interface and alignment with management. It is noted that the manner in which Trust Council organises itself and is supported in terms of developing meeting agendas, organising and conducting meetings, and providing briefing materials needs to be revamped to better foster collaborative decision making. The Corporate Secretary should be the lynchpin between Trust Council and management in the collaborative effort to make this happen

Islands Trust Actions Taken to Date to Address Recommendation 7

No work has taken place on this to date.

Governance Committee Recommendation F:

That Trust Council request staff to update the orientation approach for trustees in advance of the 2026 election with a focus on procedural and substantive matters in accordance with Recommendation 7 [helping trustees fulfil their roles] of the 2022 Governance Report.

This work could be undertaken by staff well in advance of the 2026 election to develop materials to assist candidates to understand the role as local trustee and member of Trust Council.

Consultant's Report Recommendation 8 - Secretary to Trust Council

The Office of Secretary should be staffed with a full-time incumbent, reporting to Trust Council through the Chair of Trust Council.

Report Commentary on Recommendation:

Section 17(1)(a) of the Islands Trust Act authorises Trust Council to appoint a person to the Office of Secretary. A corporate secretary's duties include ensuring the framework by which the organisation's governing body fulfills its duties and responsibilities is upheld and operates efficiently, including compliance with statutory and regulatory requirements, and in such a manner as to facilitate optimal interface and alignment with management.

It is noted that the manner in which Trust Council organises itself and is supported in terms of developing meeting agendas, organising and conducting meetings, and providing briefing materials needs to be revamped to better foster collaborative decision-making. The Corporate Secretary should be the lynchpin between Trust Council and management in the collaborative effort to make this happen.

The principals that underpin the Public Service Act must be followed in a hiring process, for example, the hiring of the Secretary should follow sound merit-based public service principles but the classification and the employment relationship directly to Council should be explored by Council.

Islands Trust Actions Taken to Date to Address Recommendation 8

In fall of 2024, Governance Committee considered a business case to fund consultants work on this. However, the Committee was unable to define the specific desired outcomes and shelved the business case, pending more work on determining the intent of this role.

Trust Council has sent a request to the province for a review of its legislation. While not specified in that ask, it is possible that the province could consider a different governance model for the Islands Trust.

Governance Committee Recommendation G:

That Trust Council request staff review the function of the Corporate Secretary per recommendation 8 [secretary to Trust Council] of the 2022 Governance Report.

As this aspect of governance may be included in a review by the Province, it would not make sense to advance this at the same time; however, there is an opportunity to review and revise the means that corporate secretary services are provided to Trust Council.

EXPANDING TRUST COUNCIL MEMBERSHIP

Consultant's Report Recommendation 9 - First Nations Representation

Following consultation with the appropriate First Nations, the province should make provision for the appointment of First Nations representatives to the Islands Trust Council. This would require an amendment to the Act.

Report Commentary on Recommendation:

Currently, Trust Council does not include Trustees who represent First Nations or the wider interests of residents of British Columbia generally.

That said, Trust Council must now both prepare for, and encourage, the advancement of the co-governance proposition as it applies both to the Trust Council itself and LTCs. As an immediate priority, Trust Council should take steps, in consultation with concerned parties, to identify other mechanisms to provide First Nations with appropriate and meaningful roles in the Islands Trust governance framework.

Islands Trust Actions Taken to Date to Address Recommendation 9

Trust Council has sent a request to the province for a review of its legislation. While not specified in that ask, it is possible that the province could consider a different governance model for the Islands Trust.

Governance Committee Recommendation L:

That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:

- **Recommendation 9 [First Nations Representation], pending the outcome of the request of the Province to review the Islands Trust governance structure;**

As this aspect of governance may be included in a review by the Province, it would not make sense to advance this at the same time.

Consultant's Report Recommendation 10 - Provincial Representation

The province should amend the Islands Trust Act to include a provision for the appointment of Trustees by the Governor-in-Council.

Report Commentary on Recommendation:

A requirement of the Object for the Trust is to act for the benefit of all British Columbians. Having a province-wide perspective on Trust Council would also encourage Trustees to look beyond local issues and take account of broader considerations.

Islands Trust Actions Taken to Date to Address Recommendation 10

Trust Council has sent a request to the province for a review of its legislation. While not specified in that ask, it is possible that the province could consider a different governance model for the Islands Trust.

Governance Committee Recommendation L:

That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:

- **Recommendation 10 [Provincial Representation] pending the outcome of the request of the Province to review the Islands Trust governance structure**

As this aspect of governance may be included in a review by the Province, it would not make sense to advance this at the same time.

STRATEGIC PLANNING

Consultant's Report Recommendation 11 - Adoption of Comprehensive, Multi-year Planning Document

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.

Report Commentary on Recommendation:

Only extraordinary circumstances should allow for the consideration of significant initiatives of financial expenditures that are not part of the approved corporate plan.

The annual development and adoption of an integrated and comprehensive multi-year plan facilitates strategic priority-setting, helps ensure there is a fair distribution of resources throughout the Trust Area, and sets the stage for accountability.

Islands Trust Actions Taken to Date to Address Recommendation 11

09-26-2023 [Draft Corporate Planning Framework](#) adopted

Governance Committee Recommendation H:

That Trust Council request staff update and recommend Trust Council policies to incorporate the Corporate Plan Planning Framework in its operations and budgeting processes in relation to Recommendation 11 [adoption of comprehensive, multi-year planning document] of the 2022 Governance Report.

A policy would establish the general framework, timelines, and monitoring processes that staff would follow when developing business cases and budget documents for Trust Council consideration.

ADVOCACY

Consultant's Report Recommendation 12 - Communications and Engagement

A communications and engagement function should be established to replace the current advocacy function. A communications and engagement strategy should be developed as part of the annual corporate plan, and in support of the priorities identified therein.

Report Commentary on Recommendation:

The strategy should support the Preserve and Protect Object of the Trust, focusing on two goals:

- 1) strengthening the Islands Trust brand by increasing awareness and support for the Trust with relevant stakeholders, influencers, policy-makers, and decision-makers;*
- 2) improving communication between the Trust and Trust Area residents, in line with Trust Council's emphasis on transparency and consultation.*

The communications and consultation strategy would identify specific initiatives, along with performance metrics to assess performance. As is the case with any public-facing organisation, an important component of such a strategy must be a digital and social media plan that allows Islands Trust to more effectively connect with its target audiences, both transmitting and receiving information.

Islands Trust Actions Taken to Date to Address Recommendation 12

No work has taken place on this to date.

Governance Committee Recommendation I:

That Trust Council request staff work with the Executive Committee to review and update Trust bodies' advocacy policies as per Recommendation 12 [communications and engagement] of the 2022 Governance Report.

An updated policy would refresh the approach to advocacy, communication and engagement by Trust Council, and ensure the work is relevant and appropriate to further the Object of the Islands Trust.

MANAGING THE CHANGE TRANSITION

Consultant's Report Recommendation 13 - Management Alignment with Trust Council

A management review should be undertaken to identify measures that will improve alignment of staff to Trust Council, and improve reporting and accountability.

Report Commentary on Recommendation:

This report emphasises the need for Trust Council to change how it goes about its business in order to foster a more deliberative and collegial set of behaviours, and to take up the challenge of effecting change.

Appropriately, Trust Council relies on Islands Trust staff for support in both formulating policies and implementing decisions. However, many have reported a disconnect between Trustees and senior staff that inhibits the efficient functioning of both the Trust Council and Trust management.

Some Trustees feel staff's efforts lean toward managing Trust Council, rather than enabling it. Trustees sometimes feel that questioning of staff recommendations or activities is construed to be challenging the Preserve and Protect Object itself. Some staff are concerned that Trustees do not always fully consider information and advice provided.

The level of trust, and the assurance that Trustees and staff are working together needs to be strengthened.

Islands Trust Actions Taken to Date to Address Recommendation 13

No work has taken place on this to date.

Governance Committee Recommendation J:

That Trust Council request staff to work with the Executive Committee to review staff support to Trust Council, identify strengths and weaknesses in that support, and options for addressing that analysis, as per Recommendation 13 [management alignment with Trust Council] of the 2022 Governance Report.

This work could be time consuming and involve all of the directors in reviewing, or alternatively, could involve hiring an independent consultant to assist with the review. In either case, this would need to be a major work program item to allow resources to be allocated.

ISLANDS TRUST CONSERVANCY

Consultant's Report Recommendation 14 - Exploiting the Potential for Synergy Between the Conservancy and the Other Components of Islands Trust

Without compromising the independence of the Islands Trust Conservancy, necessary for tax and other reasons, take measures to ensure greater sharing of expertise, experience, and resources between the Conservancy and other Islands Trust operations.

Report Commentary on Recommendation:

The Conservancy's place in the federation seems to be downplayed, even though it is probably the most broadly popular aspect of the Islands Trust brand.

Islands Trust Actions Taken to Date to Address Recommendation 14

1. Increased frequency of Executive Committee and Conservancy Board liaison meetings.
2. Conservancy Chair attends Trust Council providing verbal updates, presenting related business items.
3. In January 2024 Executive Committee requested staff report back on options for sharing geographic information systems (GIS) information. On October 30, 2024 staff reported back on on-going staff discussions and efforts to share information, and that all geographic information system layers are used by both planning and Islands Trust Conservancy staff.

Governance Committee Recommendation K:

That Trust Council request staff to report back on the current situation, strengths and weaknesses, and options for addressing opportunities to improve synergy between Islands Trust Conservancy and Islands Trust operations, as per Recommendation 14 [exploiting the potential for synergy between ITC and other components of Islands Trust] of the 2022 Governance Report.

This work could be time consuming and involve all of the directors in reviewing, or alternatively, could involve hiring an independent consultant to assist with the review. In either case, this would need to be a major work program item to allow resources to be allocated.

TRUSTEE COMPENSATION

Consultant's Report Recommendation 15 -Trustee Remuneration

The significant time and effort required of Trustees must be reasonably compensated, which means an increase in current compensation levels. Currently, much of the time Trustees spend on Trust Council business, including preparation for meetings, participation in some meetings, and travel time, are not compensated at all.

Report Commentary on Recommendation:

A central theme of this report is the need for Trustees themselves to assume responsibility for reform of Trust Council, so that it achieves its promise as an effective governing body. This requires Trustees to play a leadership role, being prepared to devote the time necessary to overcome procedural and bureaucratic complications to provide sound policy direction, and to ensure the efficient delivery of outcomes and services.

Islands Trust Actions Taken to Date to Address Recommendation #15

Trust council amended its policy to provide for compensation for trustees attending standing committees.

The Governance Committee has submitted a business case and request for funding in 2025/26 to undertake a review of trustee remuneration.

1. *Review of Remuneration Policy sent to Financial Planning for recommendations for update based on UBCM's Council and Board Remuneration Guide.*
2. *Independent consultant business case proposed to review remuneration methodology and values.*

Governance Committee Recommendation L:

That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:

- **recommendation 15 [Trustee Compensation], pending the Trustee Remuneration Policy review.**

The Financial Planning Committee is considering amendments to the remuneration policy, and the Governance Committee has a project to review the remuneration values in fiscal year 2025/26. Trust Council may then consider adoption of a revised remuneration policy that addresses the concerns raised in the 2022 Governance Report once these pieces of work are completed.