Financial Planning Committee
Minutes of a Special Meeting

Date of Meeting: **April 6, 2023**
Location: **Electronic Meeting**

Members Present:
Joe Bernardo, Local Trustee (Chair)
Mairead Boland, Local Trustee (Vice Chair)
Tobi Elliott, Executive Committee Representative
Kristina Evans, Trust Programs Committee Representative
David Graham, Local Trustee
Peter Luckham, Executive Committee Representative
David Maude, Executive Committee Representative
Laura Patrick, Regional Planning Committee Representative
Tim Peterson, Executive Committee Representative
Susan Yates, Islands Trust Conservancy Board Representative

Staff Present:
Russ Hotsenpiller, Chief Administrative Officer
Julia Mobbs, Director, Administrative Services
Stefan Cermak, Director, Planning Services
Clare Frater, Director, Trust Area Services
David Marlor, Director, Legislative Services
Robert Barlow, Legislative Services Clerk/Recorder

Others Present: No member of the public was present.

1. CALL TO ORDER

Chair Bernardo called the meeting to order at 10:00 a.m. and acknowledged that all participants were meeting on lands and waters that have been the traditional home of indigenous peoples since time immemorial.

2. AGENDA

2.1 Review of the Agenda

The Chair stated that the purpose of the special meeting was to consider the report on the work conducted to date in regards to what the Financial Planning Committee (FPC) working group and staff have developed regarding the Governance Committee initiative to develop an outline of a corporate planning process for Islands Trust.

No new or late items were presented.

2.2 Approval of Agenda

By general consent the Committee approved the agenda as presented.

3. BUSINESS

3.1 The Strategic Planning Process – Draft Discussion Paper

Trustee Evans presented the discussion paper, stating that the working group reviewed strategic plans and best practices from various other local governments. Trustee Evans presentation included:

- the need to identify Islands Trust vision, mission, values, goals, projects and milestones as key concepts in a corporate planning process
- the important link between strategic planning and the budget process
- the need for individual trustees, other standing committees, and staff to be fully engaged with developing a corporate planning process

3.2 Structure Decision-making - Briefing

CAO Hotsenpiller presented the Briefing, indicating that it is a companion piece to the draft discussion paper and that it provides an outline of the need to develop a process of structured decision-making at the Islands Trust, in support of development of an overall corporate plan.

Committee discussion ensued, and included:

- a corporate plan would be consistently refined as it responds to new information, events and decisions
- the differences between the private and public sectors, including the number of decision makers involved in any particular significant decision
- the impact of unexpected direction from senior government, such as the requirement to create riparian areas regulations (in the past) or the development of the Accessible British Columbia Regulation (in September, 2022)
- the impact of grants being received that may require focus of resources within a set timeframe, such as the Species at Risk federal funding received by Islands Trust
- staff would need to assess how to implement any planning framework that trustees develop
- the term “strategic plan” has different meanings in different contexts
- a need for planning broader than what is currently done
- a need for decision making faster than what is currently done
- estimating staff time required to complete a particular project would be a new task and likely would require practice before estimations became relatively accurate
- current process allows individual trustees to bring forward individual projects for discussion at Trust Council without much staff review or review by Trust Council committees prior to presentation at Trust Council
- a new corporate planning process would require endorsement by and training of all trustees to be successful
- development of and implementation of a new corporate planning process may be a long-term project

- the scope of a new planning process may range from being narrow (such as the current strategic plan process) to broad (to include all aspects of the budget)
- the implementation of a corporate planning framework would require itself to be a strategic project
- some operational work is required (not an option), such as an annual financial audit
- a new Trust Council committee may be required to administer a new corporate planning process
- the need to avoid micro-managing operational expenses
- Islands Trust is both simpler than local governments that provide a wide variety of services to their residents and also more complicated because of the governance structure of local trust committees (and their respective OCPs and Land Use Bylaws) and the Trust Council and it's various committees
- the need for trustees to understand the implications on staff resources when making decisions about projects and their priorities
- the need to manage projects that extend beyond one year or beyond one term
- trustees of a new term are able to reject part of or wholly an "inherited" strategic plan
- an examination of policies that relate to decision making may be required
- developing a clear mission, vision and values may be a useful initial step in developing or implementing a new corporate planning process
- clarifying the difference between strategic and operational planning may be another useful initial step

Committee recessed at 12:14 p.m. and returned at 1:05 p.m.

Committee discussion continued:

- the Executive Committee has responsibility for managing the strategic plan and the Financial Planning Committee has responsibility for monitoring the budget
- options for managing a transition to a new corporate planning process may include:
  - identifying which parts of the current strategic planning process would remain as part of a new corporate planning process
  - using one strategic initiative as an example to demonstrate to or train trustees in a new or potential corporate planning process
- action from the meeting's discussion may be premature as other issues may need to be addressed such as clarifying the strategic planning process for the current year, the budget for the next fiscal year, and the strategic planning process for future years
- a goal setting phase of discussions needs to be separate from an implementation phase
- the possibility of suggesting to the Executive Committee and/or to the Trust Council that a SWOT (Strengths Weaknesses Opportunities Threats) Analysis be used in the current Strategic Planning development
- as the Governance Committee requested input from the FPC, that likely would need to be provided before any action taken to advance a potential new corporate planning process

- FPC can make recommendations to Trust Council of changes to the budget development process

Committee recessed at 1:46 p.m. and returned at 1:50 p.m.

FPC-2023-017
It was MOVED and SECONDED,
that the Financial Planning Committee (FPC) working group and staff report to the Governance Committee (GC):

- the FPC's request that the GC develop a draft mission or values statement in keeping with the trust mandate;
- on the working group and staff's work done to date in developing a corporate planning process;
- the FPC's recommendation that this joint initiative with the GC continue to be developed by the working group and staff;
- the FPC's recommendation that the Executive Committee be asked to include an external scan and SWOT analysis into this year's strategic planning process and aim to identify high level goals for the June Trust Council meeting;
- the FPC's request that the continuing work on the initiative after receipt of the GC's comments on the work done to date:
    - include staff's analysis of the potential operational implications of instituting a comprehensive corporate planning process that, in particular, specifically addresses budgeting;
    - identify the key differences between the current strategic planning and budgeting processes and the corporate planning process under development;
    - identify such policy changes as may be required to institute a trustee decision making structure appropriate for a corporate planning process that unites strategic and budgetary planning;
    - include a proposal for trustee training on the corporate planning process; and
- the FPC's recommendation that the working group and staff present FPC and GC with an implementation proposal by a date certain.

CARRIED

By general consent Financial Planning Committee requested that resolution FPC-2023-017 be sent to all members of the Committee, to the Executive Committee, and to the Chairs of all standing committees (that is, the Regional Planning Committee, Trust Programs Committee and the Governance Committee) for their information.

4. NEXT MEETING

The next regular meeting is scheduled for Wednesday, May 31, 2023, from 10:30 a.m. to 3:00 p.m. to be conducted electronically. It was noted that the Audit Committee will meet on the same day from 9:30 a.m. to approximately 10:30 a.m.

5. ADJOURNMENT

By general consent the meeting adjourned at 2:53 p.m.

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Trustee Bernardo, Chair

Certified Correct:

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Robert Barlow, Legislative Services Clerk/Recorder