



Islands Trust

Governance Committee Agenda

Date: Friday, February 10, 2023
Time: 9:00 am - 2:00 pm
Location: Electronic meeting, Public venue
Islands Trust
200-1627 Fort Street
Victoria, BC V8R 1H8

	Pages
1. CALL TO ORDER	
2. AGENDA	
2.1 New Items and Re-Ordering of the Agenda	
2.2 Approval of Agenda	
3. PUBLIC COMMENT PERIOD	
4. DELEGATIONS	
5. CORRESPONDENCE	
5.1 M. Gang re: need for review and restructure email dated November 10, 2022	3 - 4
At its January 19th business meeting, the Governance Committee requested this correspondence be forwarded to it's next business meeting for consideration.	
6. ADMINISTRATIVE COORDINATION	
6.1 January 19, 2023 draft minutes - for adoption	5 - 10
6.2 Resolutions Without Meeting	
None	
6.3 Follow up Action List	11 - 12
For review	
7. BUSINESS - WORK PROGRAM ITEMS	
7.1 Analysis and Priority Setting of the February 2022 Governance Report - Briefing	13 - 41
7.2 Governance Committee 2023 draft schedule - RFD	42 - 44
8. BUSINESS - OTHER	

9. BUSINESS - NEW

10. WORK PROGRAM

For review and referral to Trust Council before each quarterly TC meeting.

11. NEXT MEETING

To be determined.

12. CLOSED MEETING

None scheduled.

If desired:

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (quote the pertinent section here, for example, (1)(a) personal information about...) and that the recorder and staff [attend/not attend] the meeting.

13. RISE AND REPORT

14. ADJOURNMENT

*Approximate time is provided for the convenience of the public only and is subject to change without notice.

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.

[REDACTED]

Denman Island, B.C. V0R1T0

[REDACTED]



DRAFT

Governance Committee Minutes of Meeting

Date: Thursday, January 19, 2023
Location: Electronic Zoom Meeting

Members Present: Joe Bernardo, Gambier/Keats Island Local Trust Committee (LTC)
Judi Gedye, Bowen Island Municipality
Jamie Harris, Salt Spring Island LTC
Peter Luckham, Chair, Islands Trust Council, Thetis Island LTC (ex-officio)
Lee Middleton, Saturna Island LTC
Laura Patrick, Salt Spring Island LTC
Tim Peterson, Lasqueti Island LTC
Kate-Louise Stamford, Gambier Island LTC

Staff Present: Russ Hotsenpiller, Chief Administrative Officer (CAO)
Clare Frater, Director, Trust Area Services (DTAS)
Lori Foster, Recorder

Members of the public present: There were up to 2 members of the public attending electronically

The meeting was conducted electronically where the public could see and hear the meeting at the Victoria boardroom office, #200 1627 Fort Street, Victoria, British Columbia as well as attend electronically.

1. CALL TO ORDER

Chief Administrative Officer (CAO) Hotsenpiller called the meeting to order at 10:01 a.m. giving a territorial acknowledgement that the meeting was being held on the traditional and treaty territories of many Coast Salish First Nations.

This was the inaugural meeting of the 2022-2026 term Governance Committee whose members were elected by Islands Trust Council at its December 2022 meeting.

2. ELECTIONS OF CHAIR / VICE-CHAIR

CAO Hotsenpiller addressed the first order of business, to elect a chair and vice-chair from amongst the members of the Governance Committee.

DTAS Frater spoke to the process, hearing no questions, conducted the election.

Nominations for the position of chair were called.

GC-2023-001

It was Moved by Trustee Bernardo and Seconded by Trustee Patrick,
That Trustee Gedye be nominated for the position of Chair of the Governance Committee.

Trustee Gedye accepted the nomination.

DTAS Frater called (three) 3 times for further nominations for the position of Chair of the Governance Committee, there were no further nominations.

By acclamation, Director of Trust Area Services Frater, congratulated Trustee Gedye as Chair of the Governance Committee.

Nominations for the position of vice-chair were called.

GC-2023-002

It was Moved by Trustee Middleton and Seconded by Trustee Peterson,
That Trustee Harris be nominated for the position of Vice-Chair of the Governance Committee.

Trustee Harris accepted the nomination.

DTAS Frater called again for further nominations for the position of Vice-Chair of the Governance Committee.

GC-2023-003

It was Moved by Trustee Gedye and Seconded by Trustee Peterson,
That Trustee Bernardo be nominated for the position of Vice-Chair of the Governance Committee.

Trustee Bernardo declined the nomination.

DTAS Frater called (two) 2 more times for nominations for the position of Chair of the Governance Committee, there were no further nominations.

By acclamation, Director of Trust Area Services Frater, congratulated Trustee Harris as Vice-Chair of the Governance Committee.

3. AGENDA

Chair Gedye addressed the agenda as presented.

3.1 New Items and Re-Ordering of the Agenda

Chair Gedye noted the late items addendum for addition to the agenda:

- 8.4.1 Draft Budget 2023/23 Review of Funding Requests – Briefing
- 11.2.1 Item 4.4 from December Trust Council re: Provincial Review
- 11.3 M. Gang re: need for review and restructure email dated November 10, 2022

3.2 Approval of Agenda

GC-2023-004

It was Moved and Seconded,

That the Governance Committee approve the agenda, as circulated, with the late items.

CARRIED

4. PUBLIC COMMENT PERIOD – None

5. DELEGATIONS – None

6. GOVERNANCE COMMITTEE ORIENTATION

CAO Hotsenpiller spoke to the orientation items as presented in 6.1 to 6.3. included in the agenda package.

6.1 Governance Committee Terms of Reference Policy 2.3.5 – Review

6.2 Council Committee System Policy 2.3.1 – Review

6.3 Summary of 2018-2022 Trust Council Governance Priorities Workshop – Briefing

7. ADMINISTRATIVE COORDINATION

7.1 Draft minutes of September 2, 2022 for adoption

It was noted that these minutes were from last term's committee of which Trustees Middleton (then chair), Stamford, Luckham, and Peterson were present.

GC-2023-005

It was Moved and Seconded,

That the draft Governance Committee minutes of September, 2022, be adopted as presented.

CARRIED

7.2 Resolutions Without Meeting - None

7.3 Follow up Action List (FUAL)

Discussion followed on the tracking of committee action items as presented in the FUAL. Comments were heard on creating a "parking lot" for other business items or ideas for consideration.

By general consent, the Governance Committee, in its designation as a standing committee, tabled discussion to later in this meeting to address the oversight of its representation on the Financial Planning Committee.

Comments were heard on how to use WebDAV as a repository for idea items.

8. BUSINESS - WORK PROGRAM ITEMS

8.1 Trust Programs Committee (TPC) Follow-up Action List item Referred to Governance Committee – Briefing

CAO Hotsenpiller spoke to this item summarizing the history of service integration work by the Trust Programs Committee.

8.2 Meeting Structure – Discussion

Discussion ensued on the following:

- Types of meetings including working groups, gatherings and shirt sleeve sessions,
- Creating working groups, assigning tasks, bringing back to the larger committee,
- Formal meetings inhibit open discussion,
- Allowing for open and experimental discussions,
- Committee of the Whole meetings,
- Legislation applicable to meetings including the Community Charter, Local Government Act and Islands Trust Act,

By general consent, that Chair Gedye and CAO Hotsenpiller work on the questions to ask regarding a legal opinion on open/closed meetings, workshops and quorum.

GC-2023-006

It was Moved and Seconded,

THAT the Chair of Governance Committee work with staff to investigate options for a less formal meeting structure.

CARRIED

8.3 Business Priorities – Discussion

Discussion followed on prioritizing business items following from the Governance Review Report, February 2022, recommendations.

GC-2023-007

It was Moved and Seconded,

THAT Governance Committee members examine the complete Governance Report including annexes and bring back notes and priorities for discussion at the next meeting; that Trustees circulate their information to other members prior to the next meeting.

CARRIED

8.4 Budget – Discussion

8.4.1 Draft Budget 2023/24 Review of Funding Requests - Briefing

GC addressed the late item referred from Financial Planning Committee's (FPC) January 18, 2023 meeting requesting the Governance Committee (GC) review a \$15,000 budget line item earmarked as funds for consultant work.

Discussion ensued on the following:

- Probably not needing to hire a consultant/expert for this year's work,
- Increasing the \$1,000 general meeting funds amount,
- Covering of legal opinion costs.

GC-2023-008

It was Moved and Seconded,

That the Governance Committee request operational funds in the draft 2023/24 budget be increased to \$3,000 and the \$15,000 contingency fund for expert advice be removed.

CARRIED

The meeting recessed for lunch at 12:25 p.m. and reconvened at 1:03 p.m.

8.5 Draft 2023 Governance Committee meeting schedule – Discussion

Discussion ensued on scheduling the Governance Committee's 2023 meetings and possibly meeting in-person.

By general consent, staff will bring back options to the next business meeting for the Governance Committee's meeting frequency in 2023.

GC-2023-009

It was Moved and Seconded,

That the next Governance Committee meeting is scheduled to be held electronically, Friday, February 10, 2023, beginning at 9:00 am.

CARRIED

9. BUSINESS – OTHER - None

10. BUSINESS – NEW – None

11. CORRESPONDENCE

11.1 Trustee Busheikin re: Task for the Governance Committee email dated September 26, 2022

Received for information.

11.2 Minister Cullen response re: Provincial Review request letter dated September 23, 2022

11.2.1 Item 4.4 from December Trust Council re: Provincial Review

Received for information.

11.3 M. Gang re: need for review and restructure email dated November 10, 2022

By general consent, forward item 11.3 M. Gang re: need for review and restructure email dated November 10, 2022 to next meeting.

12. WORK PROGRAM

By general consent, discussion of the Governance Committee’s Work Program was tabled to its next business meeting.

13. NEXT MEETING

The next meeting is scheduled to be held electronically, Friday, February 10, 2023, beginning at 9:00 a.m.

14. CLOSED MEETING – None

15. RISE AND REPORT – None

16. ADJOURNMENT

Prior to adjournment, the Governance Committee discussed its lack of representation on the Financial Planning Committee, as it is now a new standing committee, that this was possibly an oversight when committee policies were updated.

Chair Gedye determined by a “straw poll” unanimous consent that the Governance Committee wishes to be included as a standing committee member of the Financial Planning Committee.

GC-2023-010

It was Moved and Seconded,

That the Governance Committee request staff to prepare policy amendments to allow for Governance Committee representation on the Financial Planning Committee for discussion and decision by Trust Council.

CARRIED

By general consent, the meeting was adjourned at 2:05 p.m.

Judi Gedye, Chair

Certified Correct

Lori Foster, Recorder

Follow Up Action Report

Governance Committee

Chief Administrative Officer

Activity	Responsibility	Dates	Status
<p>1 Chair to work with staff to investigate options for a less formal meeting structure.</p> <p>Chair Gedye and CAO Hotsenpiller work on the questions to ask regarding a legal opinion on open/closed meetings, workshops, and quorum as needed.</p>	Russ Hotsenpiller	Meeting: 19-Jan-2023 Target: 07-Mar-2023	In Progress
<p>2 Governance Committee members examine the complete Governance Report including annexes and bring back notes and priorities for discussion at the next meeting; that Trustees circulate their information to other members prior to the next meeting.</p>	Russ Hotsenpiller	Meeting: 19-Jan-2023 Target: 10-Feb-2023	In Progress
<p>3 Staff will bring back options to the next business meeting for the Governance Committee's meeting frequency in 2023.</p>	Russ Hotsenpiller	Meeting: 19-Jan-2023 Target: 10-Feb-2023	In Progress
<p>4 Forward correspondence item 11.3 M. Gang re: need for review and restructure email dated November 10, 2022 to next meeting.</p>	Russ Hotsenpiller	Meeting: 19-Jan-2023 Target: 10-Feb-2023	Completed

Director Legislative Services

Activity	Responsibility	Dates	Status
<p>1 Staff to prepare policy amendments to allow for Governance Committee representation on the Financial Planning Committee for discussion and decision by Trust Council.</p>	David Marlor	Meeting: 19-Jan-2023 Target: 10-Feb-2023	In Progress

Follow Up Action Report

Governance Committee

Director, Administrative Services

Activity	Responsibility	Dates	Status
<p>1 That the Governance Committee requests operational funds in the draft 2023/24 budget be increased to \$3,000 and the \$15,000 contingency fund for expert advice be removed.</p>	<p>Julia Mobbs</p>	<p>Meeting: 19-Jan-2023 Target: 10-Feb-2023</p>	<p>In Progress</p>



BRIEFING

To: Governance Committee **For the Meeting of:** February 10, 2023
From: CAO **Date Prepared:** February 6, 2023
SUBJECT: Analysis and Priority Setting of the February 2022 Governance Report

PURPOSE: To review and discuss Committee analysis of the [February 2022 Governance Report](#).

BACKGROUND: At the January 19, 2023 Governance Committee meeting, the following resolution was passed:

THAT Governance Committee members examine the complete Governance Report including annexes and bring back notes and priorities for discussion at the next meeting; that Trustees circulate their information to other members prior to the next meeting.

The resolution is also referenced on the Committee’s follow-up action list (FUAL) as item #2 at 6.3 of this agenda package.

Subsequently a number of Committee members have made submissions on priorities and these are attached to this report for discussion. Any subsequent written submissions that are introduced at the meeting on February 10 can be received as late items and referenced in the minutes.

ATTACHMENT(S):

1. Notes provided by Committee members as Appendix A.
 - i. GC Chair Gedye submission
 - ii. Trustee Patrick submission
 - iii. Trustee Peterson submission
 - iv. Trustee Luckham submission

FOLLOW-UP: As directed by Committee.

Prepared By: R Hotsenpiller

Reviewed By/Date: February 6, 2023

SUMMARY OF GOVERNANCE REVIEW prepared by Great Northern Mgmt. Consultants, tabled February, 2022

PAGE

1. EXECUTIVE SUMMARY

7 I/T at a crossroads – relevance in protecting islands & Salish Sea – launch of updated “policy stmt” – **struggle to find balance betw protecting a unique & fragile ecosystem & needs of growing population** / tension between federated governance & local interests

9 **I/T ACT** – unique – like a local govt but significant differences – no taxation; primarily concerned w protection rather than services;+ LGA, CC, Environmental Mgmt; more prov'l oversight than any other local govt.

12 **FEDERATED STRUCTURE** - local input key to understanding local circumstances while forging solutions to serve the entire Trust area – TC is deliberative while LTC are administrative - also unique is separation of conservancy

14 GOOD GOVERNMENT - FIVE PRINCIPLES

1. Legitimacy & Voice – participation – consensus – mediating differences to reach consensus in best ints of the whole – follow-up w policies & procedures that work
2. Direction & Purpose – shared vision on strategic direction w/ sense of what is needed for long term goals, understand historical, cultural & social complexities as grounding – shared vision of common future, well communicated throughout
3. Performance & Stewardship – responsive to needs – grounded in effectiveness and efficiency – make the best use of resources to product concrete results on agreed direction & purpose
4. Accountability – to each other, public & gov't – transparency – free flow of information is essential – processes, structures & info accessible & digestible – public engagement shld be ongoing & effective – performance measures must be publicly reported, tied to direction & purpose & essential for communicating why & how decisions made
5. Fairness – same rules for everyone & impartial

15 **APPLYING GOOD GOVERNANCE PRINCIPLES TO THE TRUST** - TC oversee & support entire org'n – responsible for election & appt of EC & cttee chairs, officers & empl/ees

COUNCIL BEST CASE - Develop & maintain a **long-term vision** & clear sense of direction; high **ethical stnds**; Effective performance – through sound info that focuses on outcomes & **results** rather than activities; **Financial & organizational health** – macro level & long-term sustainability; Ensure sound **relationships** w citizens; Manage risk effectively – identify, assess & monitor critical developments

16 **accountable** through publicly available info; ensure soundness & resilience of governance system by regularly **monitoring performance of TC & individual Trustees** – training, evolving practices

VIGILANCE – need to be vigilant of no clear sense of direction; Trustees who d/n understand collective & individual responsibilities; lack of understanding of roles & responsibilities of a federation model; conflict of interest; rubberstamping important decisions; disregard of policies on a regular basis; Bd micromanagement; interpersonal rivalries, distrust & factionalism; loyal only to their own constituency; disengagement, boring mtgs

that d/n engage; lack of support & training; lacking regular council & self-assessment; overloading trustees w briefing material & info for dec'n making that's not well organized or relevant

LEADERSHIP - institutional and procedural arrangements where leadership is chosen & discharges its role.

- 17 **CHAIR** – most visible leadership, presiding officer, setting the tone - chosen by TC (not residents – serious flaw re: denies an area wide popular mandate) – first elected by local LTA – wide variation of populations & need to focus on needs of that constituency to get elected – then mandate broadens to reps from all other LTAs

EC – betw TC quarterly mtgs makes dec'ns on wide variety + reviews agendas + ex-officio all other cttees + LTC; + reviews all bylaws passed by LTC & appeals from LTC dec'ns; + performance review of CAO.

TRUSTEES – half hv no previous experience on TC or with fellow trustees – ltd exposure to trust-wide policies, but @ 1st mtg elect Chair & EC for 4 year term – any constraints set by TC – ALL expressed dissatisfaction with process – must re-establish trust & new ways to introduce values & points of view – informal discussions of pressing issues & plans for working collaboratively to achieve outcomes shld precede election of chair & EC

18 **COMMITTEES - PART OF CONSENSUS BUILDING LEADERSHIP**

Chairs of standing cttees of council also chosen quickly – Tr/ee membership on cttees optional – Tr/ees not required to serve on cttees –no limit to cttee size – no criteria for qualification, simply “sign up” w option to resign or change at any time. Some suggest larger # of cttees w sharper focus on particular priorities would allow for more policy on matters of importance

Governance cttee – ensure governance practices up to date – essential 4 sound structures & systems

Review of cttee membership & mandates – Eg. FPC – currently includes 4 ex-officio EC members + 2 others appointed by EC = control by EC rather than TC

Cttees cld play leadership role in governance – particularly w divisive issues – concern re: expertise –extend membership to outside individuals

- 19 -increased role in championing resolutions to TC – cttees as workshops w mastery of subject area & working through compromises

ABSENCE OF EFFECTIVE EFFORTS TO OVERCOME DIVISION THROUGH DIALOGUE, COMPROMISE & ACCOMMODATION - “dysfunction” – diff of opinion & vigorous debate concerning scope of activities & power in a federation = good - BUT – failure to resolve & enduring = effect on effective operations -absence of shared understanding of Object & absence of mechanisms & opportunities to collectively pursue dialogue to reach consensus – review of decision making machinery – structure & mandate of cttees clear

DIVISION ON PRESERVE & PROTECT OBJECT –unchanged in 50 yrs – but lack of consensus re: meaning & action = fundamental/existential challenge – differences in strategies & priorities common – but need to foster

- 20 consensus & thorough processing that's fair & inclusive – here fundamental Q re: policy directions near-intractable – decline in collegiality – strategic direction, policy initiatives, cost & value for \$, efficiency of operations, taxation levels, advocacy, accountability, performance measures

First challenge is how to interpret “preserve & protect” – is IT an environmental steward w land use regulatory powers OR land use regulator w concern for environmental stewardship

LOCAL GOVERNANCE – gen'l agreemt on role & function of LTCs – conformity of bylaws w OCP & gen'l policy stmt-local issues dealt w locally – cld use more support fr staff, & occasional probs w efficiency & consistency, but overall great job satisfaction – work on TC needs more sense of purpose.

- 21 **TRUST COUNCIL POLICY STMT BYLAW** – land use powers exist so that IT may preserve & protect – factors to be considered re: appropriate policy, extent & means of limiting growth, extent and means to manage physical environment fraught debate w increasing property prices, shortages of water, labour, housing – as everything ages & grows service needs change, adding pressure to the area – very contentious betw Trustees & citizens

INTERESTS OF ALL BC RESIDENTS –additional – also unknown & difficult to integrate in plans & priorities – no representation – absence of instructions from BC govt – no champion in prov'l govt – more direct collaboration w Muni Affairs & other Mins wld help.

CHALLENGES OF FEDERATED STRUCTURE – tension betw LTC & TC – no consensus on roll of TC in work of LTC

- 22 LTC policy & regulatory pwr must conform to TC policy & determined by EC – part of controversy about policy stmt

COUNCIL SECRETARIAT NEEDS IMPROVEMENT – agendas too long & largely unread – insufficient time for debate & deliberation – too much time on non-controversial items & routine reports – mgmt. of meetings focused on detail & procedures – meetings transactional more than deliberative – working through agenda items vs space for dialogue & wkg twd agreement – **test of materiality** missing – need concise, pertinent briefing material, agendas to optimize time tog, more cttee work

GOOD GOVERNANCE REQUIRES STRATEGIC PLANNING – corporate planning process =>goals/ initiatives/financials – presently largely tactical lacking strategic dimension –

- 23 **BUDGET** – goal implementation needs budget then milestones & performance indicators to measure success – project based not strategic – inconsistent factors to determine priorities – costs & availability of funds not always considered or downstream implications – scattered – diminished impact & ability to wk together & lead

- 24 **BUREAUCRATIC INERTIA** - procedures are cumbersome – inertia & unable to respond to pressing concerns Eg. **policy stmt** – no updates for 25 years – now scope & breadth overwhelming – diff in one cycle – all urgent – how to propose responses not socialized - consideration of implications of the challenges facing the IT is daunting – need innovative & inclusive approach to policy development – debate & consensus – leadership deficit – review of OCPs also behind – lack of amendments means outdated – prospect of bureaucratic burden discourages reform

- 25 **MODEL BYLAWS** an eg. of inertia – where is balance of pwr btwn LTC & TC – unwilling to use directive pwr or funding authority to gain compliance w IT policy, instead commissions model bylaws –takes time – no cost analysis re: time or take-up

RECONCILIATION – hv socialized concept & importance – support & advice helpful – recent amendment to ITA included 1stn as group of concern (but not full DRIPA) – Province needs to change ITA to include representation – IT needs to identify other ways to include

ADVOCACY – diff to analyze cost/benefit measurement – one of many stakeholders, issues may take years, other influencers – ltd to letter writing & co-operation with others (commensurate w resources, but not leading)

26 need broader **communication & engagement plan** to support goals – ltd resources means tightly focused on few areas – annual plan w/ goals & strategies would help – social media sites hv few followers – advocacy plan shld shift focus to bldg. relations w other levels of govt & area residents – significant # of other levels of govt set policy & make decisions w signif impact on IT – strengthening relations w those is essential

LOCAL PLANNING SERVICES – detailed evaluation in Appendix 1-

27 * lack analysis of capacity to sustain current population & activity + ability to accommodate more growth & development, esp w climate change – water supply, sea levels, wildfire risks, ecosystem threats, stringent environmental protection legislation, incr costs of public services [see 2019 Climate Emergency Declaration]

* too many OCPs & outdated * each island unique but more emphasis on inter-connected aspects * too much staff time for LTC supports * reconsider model bylaws * resource allocation for LTC projects & approval criteria equitable * 3 area offices – ltd communication & info sharing, duplication or inconsistencies, regular sharing needed * gap betw fees collected & cost of services- need better cost recovery

29 **RECOMMENDATIONS**

1. **ELECTION OF EC** – more time – understand priorities/ skills – cld be interim

30 2. **COMMITTEES** – 26 member TC - needs robust cttee system – comprehensive review & focused mandates

3. **SIZE OF CTTEE MEMERSHIPS REDUCED**- match interest & expertise – at least 1 cttee each – allow other members – approval of TC

4. **CTEE MANDATES** – highlight concerns – proposals to TC are vetted from multiple angles –

5. **CTTEES SPONSOR PROPOSALS TO TC** – recommendations, possible amendments – shld be federal – help focus discussion at TC mtg

31 6. **HELPING TRUSTEES UNDERSTAND THEIR ROLE** – prior to election briefing w full description of work – especially federation aspects – need to find common ground at TC table – willing to take time to understand other concerns –

7. **POST ELECTION BRIEFINGS** – both procedural & substantive

8. **SECRETARY TO TC** – S. 17(1)(a) allows for appt of secretary – makes sure of duties/ responsibilities/ operated efficiently / compliance w stat req'mts / optimize interface w mgmt. /

32 9. **EXPANDING MEMBERSHIP ON TC** – 1st N – co-governance mechanisms

10. **PROVINCIAL REPRESENTATION** – amend ITA to include appt by Cabinet

11. **STRATEGIC PLANNING** – needs 5 yr plan w goals & financial priorities – updated annually – no other initiatives unless EXTRAORDINARY CIRCUMSTANCES – annual review helps w priorities & sharing of resources

33 12 **ADVOCACY** – communication & engagement strategy – part of annual plan – strengthen awareness & support – improve communications w residents – more social media & more responsive

13. **MANAGEMENT REVIEW** – foster more deliberative & collegial behaviours – take up challenge of need for change – remove disconnect w senior staff – mgmt. vs enabling – consideration of both viewpoints – level of trust needs enhancing –

- 34 14. IT CONSERVANCY** – without compromising independence of ITC ensure greater sharing of expertise, experience, resources betw IT & ITC
- 15 COMPENSATION** – Trustees need to take responsibility for reform – takes time – need to be adeq paid so cn attract wider population – prep’n, travel, & cttees unpaid.
- 36 ANNEX 1 – LPS GOVERNANCE & MGMT. REVIEW** – biggest activity & most resources (74% of budget) – unique process – 13 local LTA (areas) ea. w LUB – incl OCP & compliance & others [+ BIM (14th LPA)] + EC acts as LTC for few islands – overall is Trust Policy Stmt – needs updating (similar to regional growth strategies) – w/out amendments to ITA no change – understood that changes to organizational governance nec b4 LUP cn be addressed – and not an efficiency review (altho cld be) –
- 37 DEVELOPMENT APPLICATION SERVICE DELIVERY AND TECHNOLOGY IMPROVEMENT PROGRAM** – grant incl \$50K for consultant to review current processes & recommendations for Improved efficiencies
- A. BYLAWS –**
- 1. OCPs** – currently 21 (5 LTAs hv more than one) – various formats & subject areas – some d/n meet req’mts of current legislation – most focus on LUP but some get into bylaws – w few exceptions, no reviews for years – piecemeal amendments – eg of outdated OCPs – 2 reviews underway (2-4 years) – d/n reflect current or future conditions – eg ...
- 39** - comprehensive analysis of current data needed to handle existing & future development in light of climate change, more stringent environment protections, increasing costs of delivering public services etc [see climate emergency declaration]
- despite absence of Trust policy stmt (reg’l growth strategy) each LTA is part of larger system & decisions in one cn hv consequences in others – need for integrated planning approach expressed in current Policy Stmt – “unique & special archipelago”, “area faces major challenges...”, “primary responsibility of TC is leadership...”, “priority on preserve & protect...”, “rate & scale must be carefully managed...”
- 40** - consider holding off on comprehensive OCP updates until new policy stmt adopted - updates will be challenging cz of divergent views of LUP – ltd development vs housing needs - bogged down when no clear understanding of purpose of OCP & expectation of broader reach; public engagement not managed well – need full expression but not unduly long timelines for input; insufficient resources to complete the work; decision makers reluctant to make decisions when strongly held differences that cannot be fully reconciled
- RECOMMENDATIONS** - reduce OCPs to match LTAs; same format & content; start 2 per yr until all updated (other than BIM w their own staff); give priority to those LTAs w most growth; deadline of 2 yrs
- 41** - target 5 years to complete all – get help if nec; same public engagement process – clearly defined steps, methods & expected outcomes, timelines
- 2. LAND USE BYLAWS** – currently 21+, most outdated – piecemeal amendments – variety of topics – inconsistent interpretation of elements –
- RECOMMENDATIONS** – reduce # to match # of OCPs- use same general format – create consistencies for general topics – undertake at same time as OCP or immediately after
- 42 3. MODEL BYLAWS:** staff time researching & preparing model bylaws on variety of topics, eg. DPA,, bonus density for affordable housing, floor ratio – to date rarely implemented – lots of inconsistencies (eg. fees)

RECOMMENDATIONS: determine why LTC are not adopting model bylaws – relevant or not – adopt universal fee bylaw re: staff time allocation

4. COMPLIANCE & ENFORCEMENT – bylaws based on LUBs- number & variety – various needs/ interests for enforcement – some confusion of IT jurisdiction (regional district vs land use) – inconsistent enforcement – follow-up for compliance varies

43 **RECOMMENDATIONS** – consistent application – review compliance & enforcement resources – improve communications betw IT & regional – more public awareness of respective roles of IT & regional – increase follow-up to ensure compliance

B. PLANNING PROJECTS – 2021 estimate that 70 planning projects underway – some sev'l yrs old & little progress – majority initiated by LTC – others Regional planning cttee – LTAs may hv 1-3 projects on the go w more waiting to be started – separate but some same for diff LTAs – despite lg # staff cn only work on ~ 20% (ie low)(cz of devel applications, enquiries, public meetings) -

44 - staff time not calculated as part of budget assigned to each project – no stdn evaluation criteria to determine benefits – not all need IT wide ints to be of benefit but need analysis of costs b4 approval – if less staff time spent in public mtgs & DPAs with grant, then more time spent (but other issues remain)

RECOMMENDATIONS: local planning projects shld be considered same as other IT initiatives requiring allocation of staff & costs - # shld correspond w resources – establish criteria for selection including evaluation to determine need & regional equity

C. DEVELOPMENT APPLICATIONS – 50% planning staff time spent on DVAs & referrals & enquiries from public [see chart] - # up from previous years – signif # are referrals from other agencies (notably regional districts) – often complex –

45 - time estimates [rezoning = 20 mos; devel permit – 8-10 weeks but also need LTC approval so additional 4 mos; DVP – 2 monts + more if LTC needs to review; TUP – 6-8 weeks] – some referrals processed by a planning technician (2-14 days)- key differences betw IT & other local govts = bldg.inspections by regional district while LPS review the application for compliance w LUB – no sharing of bldg. permit for LUB review

46 - OCP bylaw amendment must be referred to Min after 3rd reading – about 6 mos for approval – no changes & no idea what or why takes takes so long – also need referral to EC for approval after 3rd reading - IT is exempt from Regional Growth Strategy legislation & not part of considerations in OCP amendments or zoning bylaws - recent amendments allow minor DVP to be delegated to staff ...potentially impt for IT cz of volume – wld reduce LTC agendas – needs authorizing bylaw for each LTA

47 - average times req'd to process an application can vary – egs ... - anecdotal info that too long – delay and costs – no evidence is chronic - other signif issue is revenue – 2021/22 income = \$100000 – if planning staff spending 50% of their time on devel applications & enquiries = large gap between costs & revenue – gap is offset w property taxes

48 - partly cz no revenue from referrals (notably bldg. permits) - also fixed /not scaled – others hv base fees w additions so complexity referenced - policy adopted in June/21 for processing services – but not always charged or collected - shld be part of grant research

RECOMMENDATIONS: delegate most DPA to staff; decide what is minor DVP & draft bylaw for all LTAs, review fees for appropriate cost recovery

49 **D. ORGANIZATION AND STAFF RESOURCES**

1. ORGANIZATION - LPS divided into 3 offices (SSI, Northern, Southern) plus Compliance & Enforcement, plus Reg'l Planning Team that serves all of IT (except BI) – majority of staff located in Victoria office + office on SSI & Gabriola – 2 issues: siloed teams – ltd communic'n & sharing info = some duplication & inconsistencies in approach – turnover in N office – possibly cz office on Gabriola & staff live in Nanaimo

RECOMMENDATIONS: move team office to Nanaimo, but retain office hours on Gabriola (recommended in 2007 report) * regular mtgs betw planning teams to share info & ideas – easier w video conferences.

50 **2. STAFF RESOURCES** – 34 LPS staff positions – 17 professional positions – generalists except for one (freshwater) [see organizational chart]- Q raised about significant #of professional staff compared to population (26000 residents) – difficult to compare to other regional districts cz of 13 LTAs, ea w

51 separate LUBs & own processes – Eg. 2021 = 172 public meetings & for some (depending on agenda) more than 1 planner attended – often serve as corporate officers at LTC meetings cz no other staff available but outside formal training – staff estimate 30% of time in public mtgs (including travel, set-up) which is far more than other local govts – covid videos reduced travel time but not mtgs – Q whether training in rural/non-urban environment – professionals educated in both

52 -professional trainers in high demand in BC w heavy competition – more training & orientation for new hires wld benefit cz of complexity of IT processes

RECOMMENDATIONS: reduce planning staff time @ meetings – more video conferencing – not their role to play *de facto* corporate officers – move offices to Nanaimo while maintaining space on Gabriola – review current training & orientation program for new hires – input from recent hires & exit interviews important

53 **E. OTHER**

1. PLANNING REPORTS: LPS produce 100's of reports annually for the LPC, task forces, Bds of Variance, LTC, TC & EC – time consuming – inconsistent format & style & too much time spent preparing & not being read –bcz too long or too much detail to fully absorb in huge agendas – ALL TRUSTEES agreed

RECOMMENDATIONS – standardize the format – need to be shorter – executive summary for anythg longer than 6 pages – not just summarizing headings but critical info – details in attachments not main body –

54 **2. DEVELOPMENT APPLICATION SERVICE DELIVERY & TECHNOLOGY IMPROVEMENT PROGRAM** – recently funded project – consultant to review process & make recommendations to improve efficiency – look at ways to fast track /prioritize – “improve equity & access to affordable housing” – in addition to other points mentioned – shld also consider relns w other agencies which hv a role in appl'n process (eg. why Min takes 6 mos to approve an OCP amendment – for fast-tracking strong wkg relations necessary of all & clear understanding of needs, objectives, processes and priorities – not only amt of time but where it is in the process – operational dashboard w various phases – also post mortems & if cld be improved – fees shld be reviewed – grtr use of consultants to help fast-track if not sufficient staff – perhaps “comprehensive development zones” for proposed developments that d/n conform to existing zones but are desirable – useful as explore innovative projects – update policies

Laura Patrick's Preparation for February 14, 2023, Governance Committee Meeting

Within the mandate of the Islands Trust Act “The Trust regulates local land use, manages a trust fund of land and other assets, and works with other levels of government.” (Islands Trust, 2021). Bolded text in Section 3.2 of the Request for Proposal says: **“The Islands Trust Council seeks to strengthen the Trust by identifying what we do well and how we might improve in relation to our preserve and protect mandate.”** (Islands Trust, 2021)

Most of the staff and the budget are dedicated to the local land use planning function of the Islands Trust. The following are excerpts from various reports, which indicate that there is room for improvement:

- “Islands Trust lacks both a comprehensive analysis of the Trust Area’s capacity to sustain current population and activity, and its ability to accommodate more growth and development, especially in light of climate change and other considerations. These include adequacy of water supply, rising sea levels, wildfire risks, threats to ecosystems, stringent environmental protection regulations, the increasing cost of public services.” (Great Northern Management Consultants, 2022, p. 26)
- “...there are too many OCPs and most of them are outdated.” (Great Northern Management Consultants, 2022, p. 27)
- “Because a number of the OCPs are outdated, they do not fully reflect current and anticipated future conditions on the islands and the land use planning implications.” (Great Northern Management Consultants, 2022, p. 38)
- “...the LUBs [Land Use Bylaws] are largely outdated. As one LPS [Local Planning Services] staff member put it, many of the LUBs are “historical artifacts” of bylaws inherited decades ago from the regional districts.” (Great Northern Management Consultants, 2022, p. 41)
- “Because they have not been modernized to any degree, there is inconsistent interpretation of elements of the LUBs, depending on the LTA [Local Trust Area].” (Great Northern Management Consultants, 2022, p. 41)
- “This is not an issue unique to Islands Trust – many local governments in BC have not comprehensively reviewed their zoning bylaws in years because it can be a time-consuming process. Nonetheless, it is an important part of good land use planning.” (Great Northern Management Consultants, 2022, p. 41)

- “Despite the large number of projects, planning staff estimate that they are only able to devote about 20% of their time to them since many of the projects have to be a lower priority relative to the more immediate demands of development applications and public enquiries (50%) and involvement in public meetings (30%). Compared to other local governments, allocating only 20% of planning resources to projects (also referred to as long-range *planning or community planning*) is low.” (Great Northern Management Consultants, 2022, p. 43)
- “The Islands Trust is also largely seen as lacking direction for proactive community planning, meaning many applicants encounter a reactive land use regulator instead of an organization interested in innovation, best practices, and scaled solutions. There was a desire for more proactive planning to support community development in a way that is respectful of the natural environment and the overarching intent of maintaining the uniqueness of the Islands. The Housing Entity could help resource the Islands Trust in this regard.” (CitySpaces Consulting, 2022, p. 18)
- “While the Islands Trust is responsible for zoning, building permits are issued by the CRD. Most applications also require approval from other agencies, such as Island Health and FLNRO for water usage and septic approvals. Feedback received indicated this can be a challenging dynamic to navigate as these organizations operate as distinct entities with little shared decision-making or discussion.” (CitySpaces Consulting, 2022, p. 15)
- “A NMC [nonmarket change] of 8.01% is reported by BC Assessment for the general local trust area (based on weighted average of area 763 and 764 as per Budget Assumptions and Principles approved by Trust Council). The draft 2023/24 budget previously reviewed by FPC [Financial Planning Committee] and Trust Council reflected an anticipated 1.25% NMC.” (Islands Trust, 2023). It is noted that this quote is indicating that new construction was much greater than anticipated.

Annex 1 – Local Planning Services (Governance Review Report)

The Governance Review report recommends developing a new strategic planning process and revising the Trust Policy Statement before considering the implementation of most of the recommendations in this annex. Local planning work is ongoing and many of the recommendations are in some state of analysis, development, or implementation.

As indicated in the references above, there is a significant planning deficit within the Trust Area. The Trust Area is also experiencing population shifts and growth at the same time as experiencing the increasing effects of climate change.

I believe that the Annex 1 recommendations should be considered by the Regional Planning Committee (RPC). The RPC should take steps to understand the recommendations, determine what may be missing, understand the current status of local planning services, and recommend priorities. I recommend that RPC review Annex 1 and prepare for a discussion with staff.

The RPC should be actively involved in providing advice and direction in developing and implementing any new/revised land use planning processes. Direction should be clearly prioritized and incorporated within the strategic planning process.

Comments on the Governance Report

Reviewing governance and operations of the Islands Trust should be a regular and normal activity of Trust Council. Establishing the Governance Committee represents an important accomplishment.

The way in which this governance review came about, how the terms of reference was developed, and how the consulting team was selected and managed are in themselves indicative of the need for an analysis of best governance practices. This is something that is missing from the report. While the committee sets out on the journey to improve practices, a high priority should be to ensure trustees understand how to identify new issues or ideas in a transparent and effective manner within local trust committees and at trust council and within its standing committees.

An immediate practice is for the Governance Committee to model good project definition practices. This statement from report indicates that the project scope and budget were not aligned:

- “This was an outsized effort which took place over several months and involved many scheduling complications; it was also a greater effort than could have been expected given the budget available” (Great Northern Management Consultants, 2022, p. 6)

A key theme that does not appear to be addressed in this report is the “in cooperation with” part of the Islands Trust mandate. This report appears to only identify First Nations and the Province as partners, when the mandate of the Act includes many potential partners including regional districts, improvement districts and municipalities, for example. Therefore, it appears the consultants did not review any of the existing protocol agreements and the management/implementation of these tools for achieving the “in cooperation with” aspects of the mandate. The Governance Committee should review if existing protocol agreements are being successfully implemented and kept current. As protocol agreements between LTCs and First Nations have been identified as next steps, a review of governance practices associated with existing protocol agreements should be a priority.

There is an opportunity to use the strategic planning process to demonstrate a focused approach for addressing the implementation of improvements to governance practices while at the same time of implementing new strategic planning processes and the associated alignment of financial and operational planning. This may be the highest priority.

The following are comments related to the report’s recommendations organized by report theme:

Leadership

- A broad review of the Executive roles, responsibilities, and delegated authorities should be undertaken in addition to the recommended election component. This is not an immediate priority but should occur before the end of the term.

Trust Council Committees

- It appears that it is normal practice for most municipal councils to structure committees (standing and select) in alignment with strategic priorities for each new term. The Governance Committee should look for best practices already employed by municipal councils or other relevant bodies. Aligning the committee structure with the strategic plan should be considered within the development and implementation of Trust Councils strategic plan for this term.
- Trust council already endorses committee appointments (except for the Governance Committee). Appointments are guided by policy set by Trust Council. The methods for determining committee membership should be reviewed, but not an immediate priority. Strategic planning first, followed by aligning the committees followed by committee membership.

Trust Council Support

- Candidates should evolve from informed and engaged constituents.
- The Governance Committee can evaluate the effectiveness of the materials and guidance provided to trustees this term. A high priority should be to ensure trustees understand how to identify new issues or ideas in a transparent and effective manner within local trust committees and at trust council and within its standing committees.
- The Office of Secretary is currently filled. It appears that the consultant did not understand nor evaluate the current role. I understand that the consultant modeled its advice based on the federal government's Privy Council. Therefore, the Gov Committee should begin with understanding the current role of the Secretary. This is not an immediate priority.

Expanding Trust Council Membership

- I found the presentation to Trust Council from Mr. Harding on Dec 7, 2022, as enlightening. He was clear that the province cannot delegate its duty to consult First Nations to the Trust.
- With the Trust Area being within the traditional territories of over 30 nations, representation at Trust Council is a very complex issue that requires expert advice and provincial involvement.
- Missing from this section of the report is equitable elected representation from among the islands themselves. Why do North and South Pender Island, that is connected by a bridge, each have two trustees when Salt Spring, with nearly ½ of the Trust Area population, only has two trustees?

Strategic Planning

- I understand the frustrations with this new term starting in the middle of a budget development cycle. The term's strategic planning process is the greatest opportunity to initiate new best practices, and this should be the highest priority.
- The Governance Committee should be actively involved in providing advice and direction in developing and implementing a strategic planning **process**. Financial and operational plans, and annual reporting are outcomes of a strategic planning process.

Advocacy

- Missing from the report is the separation of the concepts of working in cooperation with others to achieve the mandate and advocacy.
- Missing from the report is the identification of a government relations function. These things are different: Communications, public engagement, and government relations. They require different tools and skill sets. These should be considered within the strategic planning process and to the related strategic plan outcomes: the financial and operational plans.

Managing the Change Transition

- The report recommends a review of management, but strategic planning is the priority with aligned operational and financial planning, and reporting as outcomes. Generally, the strategic plan should contain the vision, goals, and objectives along with performance metrics for meeting the goals. The operational plan should detail the activities to meet the goals and the financial plan aligns the resources. The annual report should report performance. Performance review should be built into the strategic planning process.

Islands Trust Conservancy

- The report refers to the Trust Conservancy of an "excellent example" of "planning land use" (page 12, penultimate paragraph). The Trust Conservancy evolved out the "trust fund" sections of the Act as a land conservancy. Could these powers also be used to preserve and protect commercial/industrial lands as important aspects of sustainable island communities? It is not an immediate priority, but what is missing from the report is an understanding of the existing powers and their potential for managing sustainable communities within the context of the mandate.

Trustee Compensation

- The focus of the Governance Committee should be on roles and responsibilities, and processes. There should be a process to review trustee remuneration from time to time to insure it is commensurate with job.

- A review process should be established through policy in Trust Council Policy 7.2.1 Trustee Remuneration. This should occur before end of the term.

References

CitySpaces Consulting. (2022). *CMHC Housing Supply Challenge, Southern Gulf Island Tourism Partnership Society & Southern Gulf Islands Housing Coalition.*

Great Northern Management Consultants. (2022). *Islands Trust Governance Review.*

Islands Trust. (2021). Request for Proposal - Conduct a Governance Review of the Islands Trust RFP21-IT-01 Issue date: March 9, 2021.

Islands Trust. (2023). *Changes to the Draft 2023/24 Budget - Financial Planning Committee Agenda Package January 18, 2023.*

Governance Report Recommendations- Tim Peterson

General comments:

The Governance Report is based on exploration of existing processes both within the Islands Trust and in other governments and agencies, as well as consultant's interviews with trustees from last term. As such, it contains a certain amount of subjective opinion on some of the functions and functionality of the organization. That being said, there is value in assessing all of the recommendations for their practicality and utility.

Establishment of the Governance Committee fulfills one of the primary recommendations, and now the task of examining the report and setting priorities for the committee's work begins.

One approach would be to divide the recommendations into categories, such as those that can be addressed internally, and those which require amendments to Provincial legislation. I would suggest that this can be done rather quickly, and that the next step might be to look at recommendations in each category in depth.

We will want to assess each recommendation in terms of the practicality of implementation; desired outcomes and approaches to achieving them; short term and long term goals; organizational impacts; and budgetary implications.

REVIEW OF RECOMMENDATIONS:

1. ELECTION OF EC –

Category: Requires changes to Provincial Legislation.

Comments: The timing of the EC elections is very constrained by the legislation. Our most recent EC elections benefited from the delay between the local trustee elections and our first Trust Council meeting, by giving a bit more time for trustees to reach out to each other for conversations, but that delay was happenstance and not policy driven.

While I do support an exploration of alternatives to the present process, it will be important to consider implications around those alternatives. Clearly, the Executive serves an important function, and any proposed change must address at least what having no EC for any length of time would mean in terms of functionality; what the benefits and drawbacks of having an interim EC would be in terms of efficiency of planning and setting priorities; and financial impacts of changing the membership of the EC during the term, especially if major changes in focus were to result.

2. COMMITTEES –

Category: Internal Policies

Comments: Given the size of Trust Council, I agree that committees have much value in bringing recommendations to TC for consideration. However, there are some practical difficulties with implementing suggestions that committee members be selected based on criteria such as particular expertise, as there is no certainty that such skills will be represented on any given Trust Council, or by regional balance. There is no practical way that I am aware of in current policy to compel trustees to join committees, and so self-selection seems likely to remain part of the process.

If it is contemplated to move from an appointment to an elected model for all committees, it will certainly require more time to hear from candidates and administer elections. There may be significant implications resulting from either delaying the constituting of committees, and/or extra Trust Council meetings and associated staff time.

With regards to Financial Planning Committee, a move to a model that does not automatically appoint all members of the Executive Committee would require policy changes. As it stands, the policy comes under considerable criticism from both within and outside of the organization.

Finally, as we consider recommendations to form more committees, it will be important to recognize the financial costs and allocation of staff time required to make more committees functional, and that scheduling will almost certainly present challenges.

3. SIZE OF COMMITTEE MEMBERSHIPS REDUCED-

Category: Internal Policies/ Requires changes to Provincial Legislation.

Comments: While reducing committee sizes is relatively simple, one consideration is ability to maintain quorum if some members are unavailable for certain dates.

I am not certain that requiring all Trustees to be members of at least one committee is desirable, or enforceable.

To Trust Council approving all committee appointments, see notes under 2., second paragraph.

Consideration of committee members who are not trustees would require changes to Provincial legislation.

4. COMMITTEE MANDATES-

Category: Internal Policies

Comments: One would assume that any new committees would “reflect Trust Council’s priorities and areas of greatest concern” as a matter of course.

5. COMMITTEE SPONSOR PROPOSALS TO TC –

Category: Internal

Comments: I am not sure why this is listed; it has always been my understanding that committees are expected to perform the function of championing proposals to Trust Council. In particular, the role of the Committee Chair, and to a lesser extent, the Vice-chair, includes this function.

Although “Always, when developing committee recommendations, the importance of achieving consensus should be a priority”, is a nice thought, from a realistic standpoint this is not always achievable. One of the useful things about committees is the expression of diverse viewpoints, and an expectation of consensus seems like wishful thinking. That said, as in all of our decision making, it is important to remember that as a member of Trust council or its committees, we agree to abide by the decisions of the body in question, regardless of whether our own view prevails or not.

6. HELPING TRUSTEES UNDERSTAND THEIR ROLE –

Category: Internal (or ?)

Comments: Although provision of information to candidates may be useful, there is simply no way to guarantee that candidates will take advantage of it. While I agree that it is important to take in to consideration the dual role trustees have, again there is no practical way to ensure that individuals will choose to place equal importance of both roles.

Ultimately, the electors in each Local Trust Area make the decision as to who will represent them. I am not aware of any elected position that comes with prerequisites in terms of expertise or experience.

7. POST ELECTION BRIEFINGS –

Category: Internal

Comments: Providing education opportunities to trustees is very important, and I am glad to see that more has been offered at the start of this term than the past two. However, as December Trust Council

showed, trustees may wish to prioritize Council meetings for deliberation and decision making. The default at present is the webinars that have been offered, and the voluntary nature of them means that not all trustees may choose to participate. I would assume that making such participation mandatory would require policy changes at minimum, but could require regulatory changes from the Province as well.

8. SECRETARY TO TC –

Category: Internal

Comments: It is my understanding that the Director of Legislative Services serves this function for the Islands Trust.

9. EXPANDING MEMBERSHIP ON TC –

Category: Requires changes to Provincial Legislation.

Comments: Moving to a co-governance model may indeed be desirable, but there are many complex considerations that need to be addressed before such a move is anywhere near practical.

10. PROVINCIAL REPRESENTATION –

Category: Requires changes to Provincial Legislation.

Comments: This recommendation in particular is not well fleshed out. Questions arise, such as what would the role of Provincially appointed trustees be? Would they be full voting members, or serve an advisory and liaison role with the Province? This will need to be expanded on thoughtfully prior to any request to the Province.

11. STRATEGIC PLANNING-

Category: Internal

Comments: Due to the wide range of topics that can be considered to fall within the Object of the Islands Trust, keeping the Strategic Plan focused is both important and challenging. My experience with the process in the past two terms was that it was difficult to achieve a plan that was modest in scope and mostly achievable within the term. A review of last term's Strategic Plan will demonstrate this. Paring back the number of subjects would be an important consideration, as well as projecting financial

and staffing resources required to achieve desired outcomes, although those projections may be difficult to provide with a high degree of accuracy, and of itself requires staff time.

I would suggest that a plan that doesn't assume much left over by the end of term would be best, as a new Trust Council may set different priorities which could negate the value of resources spent on unfinished initiatives. In such a case, it might be useful for the outgoing Council to provide some suggestions to the incoming Council about what items should be considered for further or ongoing work.

Ideally the Strategic Plan and long term budgeting should be aligned as much as possible.

12. ADVOCACY –

Category: Internal

Comments: At some level, I doubt it matters much whether this function is called Advocacy or Communications and Engagement. I believe it falls under the category of “working with others”, and is an important and required function. What I am less clear about is how performance metrics can be obtained regarding this function.

13. MANAGEMENT REVIEW –

Category: Internal

Comments: First, I do agree that supporting a collegial atmosphere is important for all trustees and staff. It is in the pursuit of this that I am supportive of in-person meetings, and the consideration of working retreats or other team-building exercises. Despite all of our best efforts, it seems likely that the varied personalities and differences of opinion are not something that can be easily addressed within the normal working conditions of the organization.

This recommendation in particular is laden with the subjective experiences of past and current trustees and staff, and other than pointing out some of the challenges, does almost nothing in suggesting ways to improve besides suggesting a management review. It would be very important to clearly identify the goals of such a review as well as considering the financial implications. It seems reasonable to assume that such a review would, of necessity, be conducted by an outside entity.

14. IT CONSERVANCY –

Category: Internal

Comments: In my opinion, this recommendation is so vague and general as to be essentially useless in terms of providing direction.

15 COMPENSATION –

Category: Internal

Comments: I certainly agree that the level of compensation for trustees is minimal, and does indeed inhibit a more diverse pool of potential candidates. In particular, younger people, those raising families, and working people who cannot afford the time required to devote to the duties of trustee without facing financial repercussions will continue to be under represented, or not represented at all, on Trust Council and LTCs unless remuneration levels are drastically changed.

I would also expect that increased compensation of trustees would likely be met with some significant opposition from taxpayers, particularly those who fail to see much value in the organization in general. In other words, paying trustees more, and certainly paying at a level which would enable them to devote their time in office to the roles and responsibilities of trustee, may be a very hard sell indeed.

Summary:

While this report and its recommendations does contain useful suggestions and areas for further exploration, regrettably it also contains a number of subjective assertions that I don't view as being of any particular value. Repeated characterizations of "dysfunctionality" within the organization, and what are often clearly personal, individual gripes being included as assumptions within the report and some of the recommendations serve little practical value in terms of the work ahead of the Governance Committee, and I would suggest that they be disregarded by the committee, while the practical matters are prioritized and addressed within our work program.

Appendix A.

iv. Trustee Luckham submission

Governance Report Review, homework for Governance committee.

Respectfully submitted by :

Trustee Luckham, residing on Thetis Island in Penelakut Territory. Feb 4 2023

Introduction :

The broader challenge in providing comments is to brief and succinct, my goal was to create a focused document that did not repeat what we already know collectively about the islands trust and for which there may be no controversy. True to the assignment to provide comments I found working with the document it was necessary to remove as much repetition as possible, remove comments or remarks that were leading as well as those that were inaccurate. I did attempt some corrections and reworded portions of the document to reflect my point of view. There are many sections of the original report I agree with and other sections that require corrections or further discussion. Indeed Councils view on much of this is required. Some of these sections I have left out as I did not see them as priorities. What follows is what I consider to be the areas where we can focus our energies in developing recommendations and priorities to reform our governance structure to better serve the Preserve and Protect Mandate. Disclosure: I have used text from the original document extensively in my comments. I have summarized, paraphrased, edited and added my own remarks to the original text where I thought it was necessary. I italicized where I quoted specific text, but not in all cases. I have included topics that I may not fully support or do not understand the necessity to undertake, but have an open mind to discuss the merits of the suggestions to discover the gaps in what is currently done to find solutions to the issues that have been raised. Some topics are listed to solicit consensus. I have not addressed the annexes.

FOCUS:

Trust Council's challenge is to set an agenda for reform that modernizes the governance structure that emphasizes consensus and collaborative decision-making.

"High-level governance issues"

1- There is much to be improved associated with Trustee engagement we need to understand the following opinions and observations:

- Better information and briefings are needed to ensure candidates have a fuller understanding of the multi-faceted role Trustees play.
- Newly-elected Trustees need to be empowered through an on-boarding program to act effectively in their role.
- Trust Council's leadership selection process could be changed to allow for Trustees to be better informed in their capacity as electors.

2- The number of committees of Trust Council should be increased.

- Committees must be the workhorses of Council, taking ownership of recommendations

3- The Secretary to Trust Council should report to Trust Council through the Chair

4- Membership on Trust Council should be increased to represent both First Nations and the interests of the province as a whole.

5- Strategic and financial planning of all Trust activities should be consolidated in a single, multi-year corporate plan, renewed annually

6- Refine communications, include a stakeholder engagement strategy

7- Develop greater synergy between the Islands Trust and the Islands Trust Conservancy

8- Review the Trust Area's capacity to sustain current population and activity, or its ability to accommodate more growth and development. The absence of an overarching vision for the Trust Area as a whole, setting out limits to growth, measures for protection of the environment, and sustainable strategies for development should be addressed.

9- Trustees must be reasonably compensated for the significant time and effort required

It is important that these high-level governance issues be dealt with first.

What is needed is the political will for Council to choose reform and agree on a set of measures to improve its effectiveness and fulfill its mandate.

"These Are Not Normal Times" Does history repeat itself.

Trustees have not had the ability to get to know each other, to understand each other's values and priorities, to explore how to build consensus. 2019 to 2022 has not been our best term. We need to be cautious of not setting ourselves up for a repeat performance.

"Restoring trust to the Trust" both externally and internally.

Where is the balance between protecting a unique and fragile ecosystem and the needs of a growing and different population than was in place in 1974. At the moment the gap is broad.

The Trust is an institution charged with preserving and protecting a unique area with a broader mandate where *"planning is just one tool"*.

History or legacy:

The LTCs were not given authority to levy taxes, make budgets, decide how to spend resources, hire staff or acquire property. This is by design as part of a federation.

The Stantec report, was undertaken in 2007. *The report recommended implementing efficiencies and corresponding staff reductions in the land use planning function; these recommendations were not implemented as Council did not agree with the report.*

“In 2016, the governance focus had moved to the question of Salt Spring Island’s possible incorporation. When the initiative failed to materialize, “the air seemed to go out of the balloon”. Rather than launching new efforts to examine the path forward now that the issue is settled, greater effort seems to have gone into protecting the status quo and focusing on day-to-day administration. Dissatisfaction ultimately resulted in Trustees making the decision to launch this review.”

Perhaps so, however Trust Program Committee did launch a review post referendum under Councils direction. Its objective was to understand how services and governance could be delivered differently to develop the change called for through the referendum question. The 2019/2022 Council showed no interest in this topic and although still on TPC top priorities list has not received any attention. Certainly Policy Statement work has overwhelmed the resources available to the TAS team.

In 2021, further amendments to the legislation were passed by the BC Legislature that have been or are being implemented at Council and LTC’s. The most significant being including First Nations in the Mandate Statement.

Islands Trust Act

The Island Trust is a unique body that has some characteristics of a local government, but differs significantly from local governments in that:

- *it has no authority of its own to impose property taxes;*
- *is primarily concerned with protecting the amenities and environment of the Trust Area as opposed to providing services to people;*

These attributes are by design, is this still important ?

Officers and Employees. I do not believe this section of the report to be a good interpretation. Consultation with the province is required to find solutions.

ie. “It can have its own rules regarding employee classification and remuneration, procurement, spending, accounting, reporting, audit, etc.”

Organigram. Need Suggestions to improve if we agree with the following.

“This organigram appears on the Islands Trust website, It encourages unhealthy tension and behaviours that are not designed for consensus building.”

The duality of LTC and Trust Council membership can raise issues, especially at the level of the Trust Council. How do trustees reconcile their local role with their federal role in both Council and Committee work.

“One unique area, with one unique institution working as a whole to achieve the Object.”

Good Governance

1- Put simply, good governance is the art of setting a course and then navigating the course:

- Participation – all citizens of the Trust Area
- A shared vision on strategic direction
- Responsiveness to the needs of stakeholders
- Decision-makers are accountable
- Fairness
- Same rules for everyone

The question of how to restore “trust in the Trust” is simply more than just the above.

2- The entire Council should feel responsible for the election and appointment of Executive Committee members and committee chairs, however officers and employees or agents of the Trust are carried out under the direction of the CAO and the One employee model.

3- Objectives

- Develop and maintain a long-term vision
- Ensure high ethical standards
- Ensure effective performance
- Ensure financial and organizational health
- Ensure sound relationships with citizens
- Manage risk effectively
- Understand that you are accountable
- Set objectives and review performance of the CAO
- Ensure the soundness and resilience
- Monitoring Trust Council and “*individual Trustees performance*”

4- Trust Council is to provide leadership in policy and strategy while being the stewards of compliance and oversight and ensuring that the work gets done in a manner aligned with purpose and direction.

Managing Trust Council Performance

Collectively, Trust Council as a whole needs to be ever vigilant of the following:

- no clear sense of direction and purpose;
- Trustees who don't understand their collective and individual responsibilities;
- lacking an understanding of the roles and responsibilities in a federated governance model;

- conflict of interest;
- rubberstamping of important decisions;
- disregard of policies on a regular basis;
- Board micromanagement;
- interpersonal rivalries, distrust and factionalism;
- loyal to only their own constituency;
- Trustee disengagement; boring meetings that don't engage Trustees;
- lacking the appropriate support and training of Trustees;
- lacking regular Council assessment, including self-assessment; and, overloading Trustees with briefing material and information for decision-making that is not well-organized or relevant.

Leadership

“Clearly, the Executive Committee, with the Chair at its centre, constitutes the nexus of political leadership at Islands Trust “ however the Chairs of Council Committees also play a significant role in the leadership team.

“An Executive Committee representative sits ex-officio on all other committees of Council.”

Correction: Vice chairs sit as voting members on Committees the Chair is ex-officio on all committees except on Financial Planning committee. This is by design.

Somewhere along the way, the connective tissue between Executive Committee and other Trustees has been eroded.

Committees Need to be Part of Consensus-building Leadership

1- *Trustee are encouraged but are not required to serve on committees, there is no criteria regarding qualification for membership on committees*

2- *Suggestions for changes to the Council's committee structure:*

- *Use criteria other than mirroring the organizational structure of the Trust's administration.*
- *A greater number of committees, each with a sharper focus on particular priorities or areas of interest*

3- *Financial Planning Committee being a case in point. Currently, membership includes the four Executive Committee members and other members nominated by the Executive Committee or appointed by Committees. Some consider this places the Executive with a preponderant influence on, and effective control of, the Financial Planning Committee.*

4- *Trust Council does not extend membership on committees beyond the elected members of Trust Council.*

5- Committees are seen as simply forwarding proposals onward to Trust Council without necessarily championing the proposal or recommending amendments.

This is a gross misrepresentation.

6- The potential for committees to be the workshops of Trust Council needs to be enhanced and supported.

7- Trustees speak of a “dysfunctional” situation that is getting worse; most describe a regularly divided Council and a disturbing decline in collegiality and civility. Some of this is undoubtedly the result of a virtual environment and all its constraints, but the damage is real and palpable. Differences of opinion and vigorous debate are not unusual. But when failure to resolve questions endures, dysfunction becomes a real danger.

Division on the Preserve and Protect Object

1- There is a remarkable lack of consensus among Trustees as to what that Object means and entails. While every Trustee claims a good understanding of the Preserve and Protect Object, all go on to assert there is a significant lack of agreement among Trustees as to what the Object means.

Local Governance

1- For Trustees to maintain the necessary level of engagement at the local level more communication support from Islands Trust staff would be helpful.

2- The LTCs mandate, with its focus on Official Community Plans, land use bylaws, and the application of those bylaws in conformity with the Islands Trust Council Policy Statement bylaw, is reasonably straightforward, commonly understood, and generally accepted. This is not to say questions do not arise in respect of how any given LTC discharges its duties in terms of efficiency or consistency with the Policy Statement bylaw.

3- The very contentious nature of debate at both Trust Council and among Trust Area residents on the proposed amendments to the Policy Statement is a strong indication of the divisions which exist regarding how the Islands Trust Object should be interpreted.

Interests of All Residents of British Columbia

- 1- Closer collaboration with Municipal Affairs and all the provincial government agencies which have responsibility for matters of direct concern to the Trust Area would help ensure Trust Council’s perspective and point of view were fully taken into account. The Islands Trust is the only agency directed to work with others in order to fulfil the mandate.

Secretariat Needs Improvement

- 1- *Council agendas typically make insufficient time for deliberation of important matters, often significantly less time than is reserved for non-controversial items and routine reports.*
- 2- The priority seems to be about working through the agenda as efficiently as possible, rather than creating space for dialogue and working toward agreement.
- 3- Ensuring Trustees' time together is used optimally, organizing and using committees to increase Council effectiveness, would all contribute significantly to achieving consensus.

Good Governance Requires Strategic Planning

Consideration needs to be given to a corporate planning process that supports the goals and initiatives of the organization within its financial framework. The current approach might be considered to tactical, needing improvements, garnering support from council in supporting goals and objectives.

Inertia

- 1- *"The Policy Statement is a case in point. Amending the statement from time to time to reflect changing circumstances and challenges can be a practical way to maintain relevance and respond to new circumstances. It could also be an excellent opportunity for trustees to collectively explore compromise, practice accommodation, and develop proposals for difficult policy issues that can win broad support. In other words, an opportunity to demonstrate Council's leadership."*
- 2- *The fact is, there are too many OCPs, requiring complex amendments and it takes too long to update them, and prohibits the use of model bylaws.*

Reconciliation

- 1- Recent amendments to the *Islands Trust Act*, which adds :
"First Nations to the list of entities with which Islands Trust is to cooperate, does not meet the spirit of what is envisaged in DRIPA for First Nations participation."

DRIPA did not come into play until long after Council asked for these amendments. Of course there are a number of additional amendments that we would, with First Nations like to have made to the Act. These will require amendments to the Act which will require a significant commitment to develop the Inertia to achieve those changes.

We are and will continue to remind the province of their responsibilities to uphold there commitments to DRIPA.

We can start by amending our Policy Statement.

Advocacy

- 1- Advocacy should focus on issues within the Islands Trust jurisdiction and continue to build relationships and collaboration with all governments, NGO's, Industry, First Nations, Trust Area residents and British Columbia.

Local Planning Services

As a first order of business addressing the governance recommendations contained in this review as well as awaiting completion of the Policy Statement bylaw review should be done before considering the implementation of most of the recommendations pertaining to LPS as outlined in Annex 1.

It is important to first establish a new framework and context in which such recommendations would be implemented.

The most significant observations of the consultant regarding LPS :

- A lacks a comprehensive analysis of the Trust Area's capacity to sustain current population
- too many OCPs
- A lack of recognition of the inter-connected and interdependent reality of islands
- LPS staff time is taken up with LTC and other public meetings
- Developing model bylaws should be reconsidered
- Resource allocation for, LTC projects should be integrated into a larger, annual Trust-wide planning process.
- Planning teams (Northern, Southern, Salt Spring) work with limited communication and sharing of information, leading to duplication of effort and inconsistencies in approach
- The gap between the application fees being received by Islands Trust and the costs incurred to process them still requires further consideration.

Recommendations

Leadership

Recommendation #1:

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.

Trust Council Committees

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

Recommendation #4:

Committee mandates should reflect Trust Council's priorities. Recommendations from committees to Trust Council should be "owned" and championed by the committee;

Expanding Trust Council Membership

Recommendation #9:

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

Recommendation #10:

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

Strategic Planning

Recommendation #11:

Trust Council should adopt a four- or five- year corporate plan that integrates strategic and financial components. Only extraordinary circumstances should allow for the consideration of significant initiatives of financial expenditures that are not part of the approved corporate plan.

Managing the Change Transition

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

Recommendation #13: A management review should be undertaken to identify measures that will improve alignment of staff to Trust Council, and improve reporting and accountability.

Recommendation #14: 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.

Recommendation #15: So that Trust Council is not the preserve only of those who do not need to earn a living, 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.

The End.



REQUEST FOR DECISION

To: Governance Committee **For the Meeting of:** February 10, 2023
From: Executive Coordinator **Date Prepared:** February 6, 2023
SUBJECT: Proposed Governance Committee 2023 Meeting Schedule

RECOMMENDATIONS:

1. That the Governance Committee adopt the meeting dates of April 17, May 29, July 31 and October 16 for the 2023 calendar year.

SENIOR STAFF COMMENTS: The proposed meeting dates allow for appropriate coordination with Executive Committee and Trust Council meeting dates, and allows adequate time for staff and Governance Committee members’ agenda preparation. Committee should be aware that the overall local trust committee (LTC), Standing Council Committee and Trust Council Committee schedules are already in place, leaving limited options to schedule Governance Committee meetings. What is offered here are options that generally satisfy most members of the Committee.

1 PURPOSE:

- i. To determine the 2023 meeting schedule for Governance Committee (GC) and
- ii. To make decisions around meeting formats (electronic or in-person).

2 BACKGROUND:

Committees determine their meeting dates each year by way of resolution. The following proposed dates are for Committee consideration. The proposal has a total of six (6) meetings for the Committee for 2023. There is an opportunity for an additional meeting near the end of the calendar year, if needed. While the other Standing Committees strictly adhere to a schedule that aligns with the Trust Council meeting agendas, the Governance Committee may wish to be less constrained by such a process, while still reporting to Council on a regular basis. It is also assumed that all of the meetings will be electronic, except one, the date of which the Committee will determine.

PROPOSED GC MEETING DATE (Year 2023)	ASSOCIATED EC DEADLINE SUBMISSION AND MEETING DATE (Year 2023)	TRUST COUNCIL DATES (Year 2023)
Monday, April 17	EC deadline submission April 27 for May 3 meeting or May 18 submission deadline for May 24 meeting.	

Monday, May 29	EC deadline submission June 6 for June 14th meeting.	June 27-29
Monday, July 31	EC deadline submission September 5 for September 13 meeting.	September 26-28
Monday, October 16	EC deadline submission November 14 for November 22 meeting.	December 5-7

Meeting Format

Staff are requesting that Governance Committee determine as early as possible if they wish to hold an in-person meeting. Early decision making in this regard will help staff with meeting logistics and will inform budget planning for this area.

Electronic meetings create time savings for trustees who do not have to travel, time savings for staff in terms of travel and catering arrangements, generates several thousands of dollars in cost savings to the organization annually, and reduces corporate greenhouse gas emissions in alignment with Islands Trust values. In addition, fully electronic meetings tend to generate higher quality meeting recordings for future public viewings.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The proposed meeting dates allow for appropriate coordination with Executive Committee and Trust Council meeting dates, and allows adequate time for staff and Governance Committee members’ agenda preparation.

FINANCIAL:

The draft 2023/24 budget contains funding of approximately \$3,000 as requested by the Governance Committee at its January 19, 2023 business meeting (for Trust Council budget approval at the March quarterly meeting.) The draft 2023/24 budget can be adjusted to reflect GC decisions made related to this topic.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Communications with meeting administrative staff will be circulated internally for purposes of planning.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICIES:

[Trust Council Bylaw 101](#)

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendations:

1. That the Governance Committee adopt the meeting dates of April 17, May 29, July 31 and October 16 for the 2023 calendar year.

Alternatives:

1. That the Governance Committee adopt the proposed meeting schedule for the 2023 calendar year with amendments [as directed].
2. That the Governance Committee schedule only the 2023 GC meeting dates of _____, _____, _____ as electronic meetings beginning at 10:00 a.m.
3. That the Governance Committee schedule all the 2023 GC meetings as in-person meetings.

Prepared By: Lori Foster, Executive Coordinator

Reviewed By: CAO, February 6, 2023