Governance Committee
Agenda

Date: Monday, April 17, 2023

Time: 9:00 am - 12:00 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**	
	None	
6.	**ADMINISTRATIVE COORDINATION**	
6.1	**February 10, 2023, Governance Committee draft minutes for adoption**	3 - 7
6.2	**Resolutions Without Meeting**	
	None	
6.3	**Follow up Action List**	8 - 9
	For review	
7.	**BUSINESS - WORK PROGRAM ITEMS**	
7.1	**Financial Planning Sub-Committee receipt of draft Corporate Plan - Briefing**	10 - 25
7.2	**Open/Informal Meeting Protocols - Discussion**	
7.3	**Trustee Middleton re: General Council - Discussion**	

7.4 Referrals to Governance Committee - Review

1. Recording of negative votes in minutes (discussion at March Trust Council)

2. Review the current method of appointment and the make-up of membership for Trust Council standing committees - see CAO FUAL item #1

7.5 Work Program and Priorities Matrix - Review 26 - 26

7.6 Section 3 Islands Trust Act - Discussion

8. BUSINESS - OTHER

9. BUSINESS - NEW

10. WORK PROGRAM

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

11. NEXT MEETING

The next Governance Committee is scheduled to be held electronically, May 29, 2023, from the Islands Trust Victoria office starting at 9:00 a.m.

12. CLOSED MEETING

None scheduled.

13. RISE AND REPORT

14. ADJOURNMENT

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

Governance Committee
Minutes of Meeting

Date: **February 10, 2023**
Location: **Electronic meeting, Public venue**
Islands Trust
200-1627 Fort Street
Victoria, BC V8R 1H8

Members Present: **Judith Gedye, Chair, Bowen Island Municipality**
Jamie Harris, Vice-Chair Salt Spring Island Local Trust Committee (LTC)
Joe Bernardo, Gambier/Keats Island LTC arrived at 9:30 a.m.
Peter Luckham, Thetis Island LTC (Chair, Islands Trust Council, ex-officio)
Lee Middleton, Saturna Island LTC
Laura Patrick, Salt Spring Island LTC
Tim Peterson, Lasqueti Island LTC arrived at 9:30 a.m.
Grant Scott, Hornby Island LTC
Kate-Louise Stamford, Gambier Island LTC arrived at 9:54 a.m.

Staff Present: **Russ Hotsenpiller, Chief Administrative Officer (CAO)**
David Marlor, Director, Legislative Services (DLS)
Lori Foster, Executive Coordinator/Recorder

Members of the public present: **There were 1-3 electronic attendees present.**

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

Chair Gedye called the meeting to order at 9:02 a.m. stating gratitude to live and work on Coast Salish First Nations traditional and treaty territory.

2. AGENDA

2.1 New Items and Re-Ordering of the Agenda

The following submissions to item 7.1 - Analysis and Priority Setting of the February 2022 Governance Report - were circulated to committee after agenda publication:

- 7.1.1 Appendix A. v. Trustee Stamford submission
- 7.1.2 Appendix A vi. Trustee Middleton submission
- 7.1.3 Appendix A vii. Trustee Bernardo submission
- Trustee Grant noted he would make an oral submission when item 7.1 is addressed.

2.2 Approval of Agenda

GC-2023-011
It was Moved and Seconded,
That the agenda be approved with items 7.1.1., 7.1.2., and 7.1.3 as circulated.

CARRIED

3. PUBLIC COMMENT PERIOD - None

4. DELEGATIONS – None

5. CORRESPONDENCE

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

At its January 19th business meeting, the Governance Committee requested this correspondence be forwarded to its next business meeting for consideration.

By general consent, the correspondence was received for information.

6. ADMINISTRATIVE COORDINATION

6.1 January 19, 2023 draft minutes - for adoption

GC-2023-012
It was Moved and Seconded,
That the January 19, 2023 minutes be adopted as presented.

CARRIED

6.2 Resolutions Without Meeting - None

6.3 Follow up Action List (FUAL)

Chair Gedye spoke to the status of FUAL item 1, that she has reviewed five different articles CAO Hotsenpiller forwarded to her regarding the open meeting rule but they have yet to discuss together.

7. BUSINESS - WORK PROGRAM ITEMS

7.1 Analysis and Priority Setting of the February 2022 Governance Report – Briefing

Trustees Bernardo and Peterson joined the electronic meeting at 9:30 a.m.

Chair Gedye opened the floor to the committee for discussion regarding analysis and priority setting of the recommendations as presented in the February 2022 Governance Report and briefing.

Discussion ensued on what items would be of highest priority for the committee to consider.

Trustee Stamford joined the meeting electronically at 9:54 a.m.

Chair Gedye presented a draft grid to assist in organizing discussion items under the following categories:

1. Urgent/High Priority
   a) Section 3 of the Islands Trust Act/mandate
   b) The Policy Statement Process
   c) The Strategic Planning Process
   d) Meeting procedures i.e. Trust Council Bylaw 101 and related policies,
   e) Local Planning issues i.e. official community plan review
   f) The Secretariat function.

2. Urgent/Lower Priority
   a) Communications
   b) Advocacy
   c) First Nations representation/referrals to First Nations

3. Not Urgent/High Priority
   a) Election of Executive Committee
   b) Representational difference
   c) Committee – clear mandates/size and numbers/champions
   d) Proposals to Trust Council
   e) Mandate of the Islands Trust Conservancy

4. Not Urgent/Lower Priority
   a) Management review
   b) Information to candidates before election
   c) Compensation
   d) Representation of provincial interest on Trust Council

Discussion followed on legal opinions already on file regarding Section 3 of the Islands Trust Act.

GC-2023-013
It was Moved and Seconded,
That the Governance Committee request staff to compile legal opinions dealing with the interpretation of Section 3 of the Islands Trust Act and provide them to the members of the Governance Committee on a confidential basis by February 24, 2023, and that the members of the Governance Committee are required to hold such opinions and their contents, which are subject to solicitor client privilege, strictly confidential.

CARRIED

The meeting recessed for a break at 10:39 a.m. reconvened at 10:45 a.m.

Discussion continued.

The meeting recessed for lunch at 11:45 a.m. and reconvened at 12:15 p.m.

The Governance Committee continued its discussion with a focus on long term corporate planning and working with the Financial Planning Committee.

GC-2023-014
It was Moved and Seconded,
That the Governance Committee request staff to work with the Financial Planning Committee and, as required, other standing committees to develop an outline of a corporate planning process that meets best practices for enterprises of a size and character similar to the Islands Trust and return to the Governance Committee with its findings by April 14, 2023.

CARRIED

7.2 Governance Committee 2023 draft schedule – RFD

GC-2023-015
It was Moved and Seconded,
That the Governance Committee adopt the meeting dates of April 17, May 29, July 31 and October 16 for the 2023 calendar year.

CARRIED

By general consent, the Governance Committee agreed the April 17th meeting be conducted electronically and that it start at 9:00 a.m.

By general consent, the Governance Committee deferred determining the format of the remaining meetings to the April 17th meeting.

8. BUSINESS – OTHER – None

9. BUSINESS - NEW - None

10. WORK PROGRAM

For March Trust Council, Chair Gedye will prepare a briefing regarding the Governance Committee's work direction.

11. NEXT MEETING

The next meeting is scheduled to be held electronically, April 17, 2023, starting at 9:00 a.m.

12. CLOSED MEETING - None

13. RISE AND REPORT – **None**

14. ADJOURNMENT

GC-2023-016
It was Moved and Seconded,
That the meeting be adjourned at 1:54 p.m.

CARRIED

____
Judith Gedye, Chair

Certified Correct

____
Lori Foster, Recorder

Islands Trust

Follow Up Action Report

Governance Committee

Chief Administrative Officer

Activity	Responsibility	Dates	Status
1 Chair to work with staff to investigate options for a less formal meeting structure. Chair Gedye and CAO Hotsenpiller work on the questions to ask regarding a legal opinion on open/closed meetings, workshops, and quorum as needed.	Russ Hotsenpiller	Meeting: 19-Jan-2023 Target: 17-Apr-2023	In Progress
2 Staff to work with the Financial Planning Committee and, as required, other standing committees to develop an outline of a corporate planning process that meets best practices for enterprises of a size and character similar to the Islands Trust and return to the Governance Committee with its findings by April 14, 2023.	David Marlor Julia Mobbs Russ Hotsenpiller	Meeting: 10-Feb-2023 Target: 17-Apr-2023	In Progress
3 Determine the start time and format of the remaining business meetings scheduled May 29, July 31, and October 16 for the 2023 calendar year.	Russ Hotsenpiller	Meeting: 10-Feb-2023 Target: 17-Apr-2023	In Progress
4 Trust Council ask the Governance Committee to review the current method of appointment and the make-up of membership for Trust Council standing committees.	Russ Hotsenpiller	Meeting: 07-Mar-2023 Target: 27-Jun-2023	In Progress

Director Legislative Services

Activity	Responsibility	Dates	Status

Follow Up Action Report

Governance Committee

Director Legislative Services

Activity	Responsibility	Dates	Status
1 Staff to compile legal opinions dealing with the interpretation of Section 3 of the Islands Trust Act and provide them to the members of the Governance Committee on a confidential basis by February 24, 2023. COMPLETED via email sent February 28, 2023 to GC members.	David Marlor	Meeting: 10-Feb-2023 Target: 24-Feb-2023	Completed
2 Staff to work with the Financial Planning Committee and, as required, other standing committees to develop an outline of a corporate planning process that meets best practices for enterprises of a size and character similar to the Islands Trust and return to the Governance Committee with its findings by April 14, 2023.	David Marlor Julia Mobbs Russ Hotsenpiller	Meeting: 10-Feb-2023 Target: 17-Apr-2023	In Progress

Director, Administrative Services

Activity	Responsibility	Dates	Status
1 Staff to work with the Financial Planning Committee and, as required, other standing committees to develop an outline of a corporate planning process that meets best practices for enterprises of a size and character similar to the Islands Trust and return to the Governance Committee with its findings by April 14, 2023.	David Marlor Julia Mobbs Russ Hotsenpiller	Meeting: 10-Feb-2023 Target: 17-Apr-2023	In Progress

BRIEFING

To:	Governance Committee	**For the Meeting of:**	April 17, 2023
From:	**Financial Planning Committee**	**Date Prepared:**	April 11, 2023
SUBJECT:	**Development of a draft corporate planning process for the Islands Trust**		

PURPOSE: Previously, the Governance Committee (GC) requested that the Financial Planning Committee (FPC) initiate development of a corporate planning process.

GC-2023-014
It was Moved and Seconded,
That the Governance Committee request staff to work with the Financial Planning Committee and, as required, other standing committees to develop an outline of a corporate planning process that meets best practices for enterprises of a size and character similar to the Islands Trust and return to the Governance Committee with its findings by April 14, 2023.

BACKGROUND: Following this request, Financial Planning Committee struck a subgroup consisting of Trustees Evans, Boland and Patrick. The subgroup has had a number of meetings, including with staff.

On April 6, Financial Planning Committee conducted a special meeting to receive the draft corporate plan and subsequently made the following motion:

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

- the FPC's request that the GC develop a draft mission or values statement in keeping with the trust mandate;
- on the working group and staff's work done to date in developing a corporate planning process;
- the FPC's recommendation that this joint initiative with the GC continue to be developed by the working group and staff;
- the FPC's recommendation that the Executive Committee be asked to include an external scan and SWOT (Strengths Weaknesses Opportunities Threats) analysis into this year's strategic planning process and aim to identify high level goals for the June Trust Council meeting;
- the FPC's request that the continuing work on the initiative after receipt of the GC's comments on the work done to date;
- include staff's analysis of the potential operational implications of instituting a comprehensive corporate planning process that, in particular, specifically addresses budgeting;

- identify the key differences between the current strategic planning and budgeting processes and the corporate planning process under development;
- identify such policy changes as may be required to institute a trustee decision-making structure appropriate for a corporate planning process that unites strategic and budgetary planning;
- include a proposal for trustee training on the corporate planning process; and
- the FPC's recommendation that the working group and staff present FPC and GC with an implementation proposal by a date certain.

CARRIED

Attached is the draft Corporate/Strategic Planning document for reference by Committee. Also attached, is a report from the CAO regarding structured decision-making.

ATTACHMENT(S):

1. **Draft Corporate Planning process**
2. **Structured Decision Making**

FOLLOW-UP: As directed by Committee.

Prepared By: **CAO**

Reviewed By/Date: **April 11, 2023**

The Strategic Planning Process

Draft Discussion Paper

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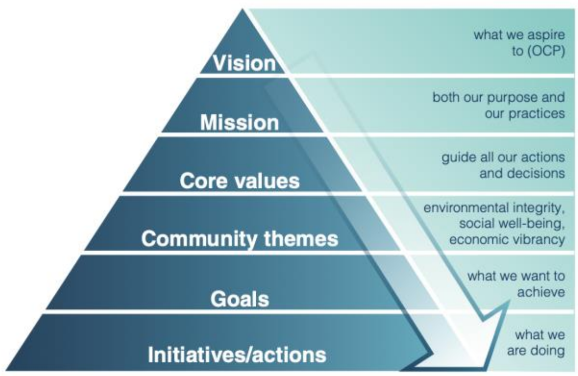
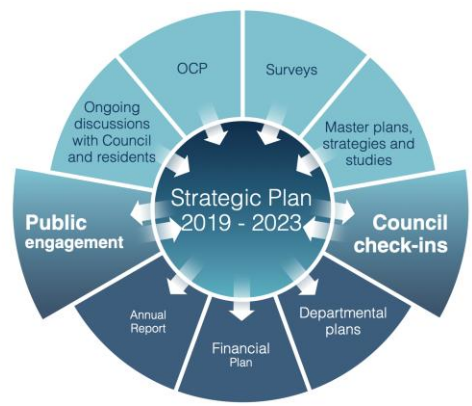
Introduction

Ensure each step follows and embraces the Vision/Mission/Value statements!





Vision (TPS) Mission/Mandate Values Goals Projects Milestones

Work to occur prior to starting on Strategic Plan process.

Define Vision, Mission, and Values of the Islands Trust that will instill passion in the Trustees, staff and wider community to achieve the common vision.

Definitions:

- Vision - where we want to get to (focused on the future)
- Mission – who we are (purpose)
- Values - how we'll behave on the journey.
- Define key statements – single sentence statement that's clear for future readers

Vision Statement: (modified from Staff report to TC December 4, 2017):

The Islands of the Trust Area: Islands where thriving communities exist in harmony with the natural environment.

Mission (Islands Trust Act):

To preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.

Values (Trust Council Policy 2.1.3): Integrity, Transparency and Accountability

Teamwork; Openness; Fairness; Respect; Leadership; Direction; Chair; Equity; Service Quality; Responsible and Responsive; Fiscal Resources; Community Involvement; Policy Development; Interagency Relations; Advocacy; Innovation; Authority; Management; Decision Making.

Examples:

Goal	There should only be between 3-5 Goals that are multi-year, high level topics. These are bound and measured by the projects associated with them and reviewed yearly to be updated as needed.	1) Organizational Excellence 2) Affordable Housing 3) Climate Change and Environmental Stewardship
Project	These are measurable, specific and tangible projects that have a specified timeframe to be achieved within. They are the heart of the Strategic Plan and where Trust Council most clearly exercises its discretion and governance and are directly linked to an allocated budget and staff resources. A maximum of 3 projects per goal should be included in the Strategic Plan at any given time.	1) Organizational Excellence • Project A) Undertake a Governance and Management Review • Project B) Implement a Trust Council Policy analysis, review and amendment of deemed top priorities for consideration and approval by Trust Council.
Milestone	These are specific progress markers to be achieved over the course of the project. A maximum of 5 key milestones per project lifetime should be included in the Strategic Plan at any given time. SMART milestones are smaller steps to be delivered in short periods of time (3-month blocks) in order to complete project. These are reviewed quarterly to remain agile and adaptive.	1) Organizational Excellence • Project A) Undertake a Governance and Management Review o Key Milestone i) Hire contractor to complete review and provide report of findings ▪ SMART milestone a): Conduct review of local contractors specializing in Governance and show comparison of at least 3 qualified contractors with quotes by XX date and report to Trust Council by XX date.

Step 1 (Goal Setting) – External Analysis

To assess industry and resident trends/needs to identify and monitor factors that may impact the long-term direction of the Islands Trust.

Input	Stakeholder inputs, including but not limited to: o Other Municipalities – identify similar opportunities and areas for improvement o Government Agency mandates and legislation o Environmental factors o Assess current and future Resident needs/demands o IT performance o First Nations input o Trust Strategies - Previous Trust Strategy Document
Trustee Work	Describe the issues and concerns facing each island and prioritize issues from both the local and federal level. A clear agreement on the interpretation of s.3 of the Islands Trust Act is required to complete the external scan. Confirm staff has available bandwidth to conduct inventory and create final Step 1 output report.
Staff Work	Identify and inventory all existing documents (e.g., studies, plans, legislative reviews, surveys, etc.) that are relevant to the long-term direction of the Islands Trust; evaluate the quality of each document (e.g., age, applicability, etc.); and identify gaps.
Timeline	January 31 each year
Output	External Analysis Staff Report - Summarizing the political input, the inventory and analysis of existing information and an identification of gaps, prioritization of gaps and options to fill the gaps.

Success: A prioritized and weighted understanding of external factors that impact the long-term direction of the Islands Trust as a whole and for each local trust area.

Step 2 (Goal Setting) - Internal Scan

Goal: Complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis to identify internal factors and external influences affecting the Islands Trust.

Input	External Analysis Staff Report from Step 1
	Internal analysis – Employee expertise and abilities
	• Org Diagram including
	    ○ staff positions and roles
	    ○ vacancies and unfilled positions
	Strategic Questions and Issues
	• Does anything in the staff report affect the direction of the Islands Trust and how are they to be accomplished?
	• Identify issues (areas of weakness) that need to be addressed

Trustee Work	Request staff to evaluate and recommend methods, costs and timelines for conducting a SWOT for the Islands Trust that receives input from the political and staff levels. Identify questions and issues arising from Step 1 that affect Strategic direction or needs for the Islands Trust to create list of potential strategic goals to be included in the final Strategic Plan Does capacity and capability exist to do SWOT analysis? If not, include budget item to cover contractor for training staff and Trustees
Staff Work	Conduct experienced facilitation of the SWOT process Update Org Chart and identify current and planned vacancies Create a staff report containing detailed SWOT analysis results
Timeline	February 14 each year
Output	• Report outlining prioritized and detailed SWOT analysis results • Identified strategic goals and focus areas for the term

Success: A comprehensive report that provides an objective and realistic appraisal and understanding of the current state of the Islands trust as a whole and provides a list of potential goals to help address them. The report will include identification of the Strengths and Weaknesses, and the Opportunities and Threats that affect the long term Strategic Plan.

Step 3 (Goal Setting) - Goals

Define strategies to address SWOT combinations and identify the top 3-5 goals for the long term strategic plan that align with the Vision, Mission and Values statements.

Input	• SWOT Analysis Report from Step 2
	  ○ Opportunities vs Strengths (Staff, Trust Council, LTC, documents, etc.)
	  ○ Opportunities vs Weakness
	  ○ Threats vs Strengths
	  ○ Threats vs Weakness
	• Identify potential goals (what we plan on accomplishing)
	• Budget constraints
	• Staffing constraints – yearly hours available

Trustee Work	In order to identify the top 3-5 goals to pursue for the following year, the available budget and staff resources have to be taken into account and verified that the proposed work falls within these constraints. • Decision on what 3-5 goals have priority and what the anticipated timelines are (start/finish) • Identify key projects (maximum 3 projects per goal) • Confirm available budget for proposed work in the upcoming year • Confirm Staff resourcing is available to complete the work
Staff Work	Staff to provide the yearly cap amount of hours per staff group/category available to budget proposed work against
Timeline	March 31 each year
Output	Final list of 3-5 goals for the long term 4-year plan based on understanding of current position, needs and future issues to be resolved. Potential list of projects per goal.

Success:

After reviewing and analyzing the list of potential goals, identify key areas of improvement or change and create a list of priority goals for the Strategic Plan.

For each goal, a list of potential projects to achieve the goal will be developed.

Step 4 (Implementation) - Identify Projects

Create a high-level, long term 4-year plan which will contain the end goals and initial high-level projects with key milestones to measure success for the overall strategic plan achievement.

Input	• 3-5 long-term goals and potential projects from Step 3.
	• From the potential list of projects from Step 3, identify a maximum of 3 key projects that will have the greatest impact on achieving its end goal including:
	    ○ Cost/benefit analysis process and Risk analysis
	    ○ Resourcing of staff
	    ○ Overall project timeline and key milestones per project
	    ○ Identify performance benchmarks for success tracking

Trustee Work	• Work with staff to create detailed business plans that define outcomes, timelines, performance benchmarks and total resource requirements (budget and staff) for project life to achieve key milestones and final project deliverable • Confirm projects and key milestones have budget and staff resources available and that proposed timelines are realistic. Reduce scope of work or extend timeline as needed. • Review cost/benefit and risk analysis indicates a beneficial project
Staff Work	• Outline of a Work Plan document based on Business Plans • Initial hourly staff estimate against each project
Timeline	May 31 each year
Output	• High-level Strategic Plan outlining goals and identified projects to achieve in the next 4 years. Include key milestones for the entire project, timelines and staff commitments. This document will be for public release. • Cost/Benefit analysis and Risk Assessment report per project • Budget allocation and confirmed staff hours per project • Work Plan document outline, to be refined in the next step

Success: Creation of a high-level Strategic Plan document including 3-5 goals with a maximum of 3 projects / goal and 5 milestones / project at any given time.

Against each project, identify a defined measurement for successful delivery, timeline for completion, key milestones, performance benchmarks, staff needs, budget needs, and a Cost/Benefit and Risk Assessment analysis.

The project work must continue to fall within available budget and staffing caps throughout the life of the process.

Step 5 (Implementation) - Develop Milestones

Create a detailed 4-year Strategy Plan including identified projects and Specific, Measurable, Achievable, Realistic, and Time-Bound (SMART) milestones that focuses Trust Council's long and short-term priorities.

Provide a framework to evaluate the current state of the Islands Trust organizational activities and guide day-to-day decisions making.

Input	• Outputs from Step 4
Trustee Work	• Create SMART short-term milestones per project in 3-month, quarterly blocks for the upcoming budget year • Identify activities, timelines and performance benchmarks to measure successful completion of milestone • Re-run Cost/benefit analysis with new, updated inputs • Confirm staff availability and set priority work. Extend timelines or reduce scope as needed • Confirm budget availability versus estimate, based on updated detailed milestone requirements
Staff Work	• Request staff to design and lead a process to guide Trust Council in developing SMART projects milestones for upcoming year • Confirm previous hourly staff estimate against developed milestones and adjust as needed • Update the Strategic Plan by project with detailed SMART milestones for the upcoming year including scope of work, timelines and milestones, budget allocation and staffing commitments
Timeline	July 15 each year
Output	• Detailed Strategic plan containing 3-5 goals with a maximum of 3 projects / goal, 5 key milestones / project and upcoming year of comprehensive quarterly milestone work • Report on previous quarterly milestone achievements and performance benchmarks including budget and staffing tracking (include effect of any Trust Council resolution work on active project work)

Success: A detailed Strategic plan that includes the timeline and key milestones for the life of the project, allocated qualified resources for the upcoming current year, budget for the current year and lifetime of the project, current cost/benefit table, risk assessment, and upcoming year of comprehensive milestone work.

Step 6 (Implementation) - Milestones – Ongoing Quarterly

Provide a step-by-step plan on how to achieve the upcoming milestones. Identify performance benchmarks to measure achievement and ultimate successful delivery of identified milestone in accordance with the overall detailed Strategic Plan goals, projects and timeline.

Input	• Outputs from Step 5
Trustee Work	• Update quarterly SMART milestones each quarter based on previous milestone completion status • Trust Council to approve milestone and performance benchmarks revisions to avoid project scope creep • Financial Planning Committee to re-run Cost/Benefit analysis and report to Trust Council confirming investment value is still present if an active project goes over-budget. Look for alternative methods to achieve project goals or cancel project if investment value is not present • If project is under-staffed, adjust the milestone delivery dates to accommodate or re-run priority setting on active projects before looking to hire additional staff • Financial Planning Committee and Staff to review Trust Council resolution work and suggest prioritizing as needed if resolution work is affecting project deliverables
Staff Work	• Staff to confirm quarterly milestones are achievable, staff resources and hours are available to complete the work without incurring overtime (show bucket of hours used and remaining) • Staff report on active projects and milestone activities from previous quarter
Timeline	Adjust milestones each quarter to remain agile and responsive to change
Output	• Staff report on the previous quarter of achievements to Trust Council, including hours and budget tracking • A Priority Management process based on the updated council and operational priorities for remaining quarters • Update Strategic Plan yearly with adjusted milestones as needed

Success: Milestones achieved within specified timeline, accurately staffed, remain on budget and within allocated hours, without any project or milestone scope creep.

Step 7: Close Project

Upon successful completion of a project, Trust Council shall close the current project.

Input	• Outputs from Step 6
Trustee Work	• Financial Planning Committee confirming project spend and whether it was on/under/over budget • Trust Council to review final Staff Report – Project Close and resolve the project has ended. • If a project closes mid-year, Trust Council to determine which project from Step 3 will be initiated next - Potential list of projects per goal and repeat follow-on steps

Staff Work	• Final Staff report containing:
	  o Total staffing hours for the project and whether they came in on/under/over estimate
	  o Total project spend and whether it was on/under/over budget
	  o Where performance benchmarks met and was the project delivered on time
	  o If project was cancelled, provide reasoning for ending

Timeline	Upon the completion and delivery of the defined Project outcomes
Output	• A Project Closure report • The next project to continue meeting the identified Goals

Success: Project achieved within specified timeline, accurately staffed, remain on budget and within allocated hours, without any project or milestone scope creep.

Either the yearly Strategic Plan review will occur, or another project will be chosen and initiated from Step 3 that furthers meeting the end objective of the current goals.

Islands Trust

BRIEFING

To:	**FPC Sub Committee on Corp Plan, Governance Committee**	**For the Meeting of:**	April 6, 2023
From:	**CAO**	**Date Prepared:**	March 30, 2023
SUBJECT:	**Structured Decision-making**		

PURPOSE: To provide a brief outline of the need to develop a process of structured decision-making at the Islands Trust, in support of development of an overall corporate plan.

BACKGROUND:

A sub group of the Financial Planning Committee (FPC) (Trustees Boland, Patrick and Evans) have been developing a draft strategic planning process at the request of the Financial Planning Committee on behalf of the Governance Committee. The results of that work are under separate cover.

During the working group meetings however, a need was identified to develop enhanced decision-making processes as a companion project to support any new strategic plan and to assist in decision-making overall at the Islands Trust. The following are some important issues to be addressed in order to support a structured decision-making process that is publicly defensible and financially viable.

A more robust decision-making process would help the organization make business decisions in a calibrated and knowledgeable manner.

1. A **decision-making framework** or a set of criteria should be attached to significant decisions to support decision-making. These criteria could be various, either alignment with the Trust Object, the strategic plan, the Policy Statement or some other operational objective. Often, once a staff report is received, trustees are then faced with debate but perhaps without a frame of reference to make an informed decision. This frame extends beyond simply professional advice, rather what is the lens, either political, financial or otherwise, that a trustee needs to view their decisions through?
2. Has the decision been framed in terms of a **structured decision** based upon the principles of administrative fairness and natural justice, i.e. **Policy 2.1.3 Governance Principles**? Does a decision satisfy the Hearing Rule, the Impartiality Rule and Evidence Rule?
3. What is the route/**sequence of decision-making**? Due to the structure of the Islands Trust, including the sequenced meeting schedule, decision-making can become overly complex. The route to a decision for Trust Council needs to be simplified or made as efficient as possible. For instance, currently an initiative of a sub-group of Trust Programs Committee (TPC), would need to report to TPC with a recommendation, TPC would then make a recommendation to Trust Council, via Executive Committee or possibly through referral to another committee, and then Trust Council would receive a request for decision (RFD). If more information is required by Trust Council, the whole process starts again.
4. The **distinction between authority and responsibility**. Corporate entities at the Islands Trust make decisions based upon their authority. These bodies include Trust Council and the local trust committees (LTC's). Nevertheless, Trust Council itself has limited meeting time and a large

number of participants, making decision-making unwieldy in some circumstances. Strong committees would traditionally enhance and expedite this process by doing the commensurate work and make strong recommendations. In other words, the committees have the responsibility. For instance, if a future strategic priority is updating official community plans (OCPs) at the Islands Trust, how does Trust Council choose between different projects that have unrelated outcomes? At present, this decision is guided by the Financial Planning Committee or perhaps a sponsoring trustee from the LTCs. Ideally, in this example, the work is done by the Regional Planning Committee who have taken into account the long-term implications of various options and made recommendations to Trust Council.

5. How is a decision of a committee **communicated to** Trust Council? Staff reporting is a required and regular function of the administration of the organization and accompanies all RFDs. However, while staff can assist in indicating which projects should be prioritized, they cannot adopt the role of "champion" for any particular endeavor. Some projects are purely administrative in nature and staff will communicate on that basis. However, at the Trust Council table there should be greater use of champions/sponsors, perhaps through the committee process to advance projects.
6. What principles or criteria of Trust Council are imbedded or acknowledged in the pre-work prior to the decision-making moment?
7. How are **competitive ideas presented and communicated**? How do we measure and decide on equally valuable, completely dissimilar projects with limits on budget and resources?
8. There are instances of significant decisions being made on the basis of trustee sponsored RFDs or table motions, with little or no staff analysis. These generally are not structured decisions and there is relatively little public awareness of the issues or the financial implications.
9. Finally, and significantly, development of a specific decision-making process at committees and Trust Council, (guided by the various chairs, perhaps) for big decisions. For instance, currently in the budget process,
   I. staff will conclude their verbal report on the budget summary,
   II. will then ask if there are any questions, and then,
   III. often the first step in the decision-making process is a motion from the floor "to remove item X from the budget" or a request to go through the business cases again.

   There should be an acknowledgement at important decision-making moments of any committee of the relative importance of the decision, the relative strengths and weaknesses of the proposal and a process of discussion to support a conclusion.
10. Structured decisions lead to quicker discussions. A structured decision resists going backwards to investigate first principles or some earlier agreed to decision, but moves forward incrementally.

These notes are preliminary; however, it is recommended that careful thought is given to adopt a structured decision-making process at the Islands Trust that is concurrent with any new strategic planning or corporate planning process.

ATTACHMENT(S): None

FOLLOW-UP: As directed.

Prepared By: **R Hotsenpiller**

Reviewed By/Date: April 4, 2023

15 Recommendations of Governance Review (Feb/22) as categorized by GC (Feb/23)

>>>>>>**URGENCY** >>>>>>>>>

NOT IMMEDIATE but IMPORTANT * Election of Executive Committee * Representational differences * Committees - clear mandates/ size & numbers/ champion proposals to TC * mandate of Conservancy more prominent * Secretariat - needs research	**URGENT and HIGH PRIORITY** * Section 3. Islands Trust Act/mandate * Strategic/Corporate Planning process * Meeting process (bylaw 101 & policies)
NOT IMMEDIATE and LOWER PRIORITY * management review * info to candidates before election * compensation	**URGENT but LOWER PRIORITY** (NOTE: these items considered urgent but need more preparation of other policies before effective to deal with) * Communications * Advocacy

MATTERS OUTSIDE OUR JURISDICTION WHICH WE CONSIDER URGENT & IMPORTANT
* First Nations representation (possible referral to 1st N cttee if it gets established, otherwise multiple protocol agreements not considered in report)

MATTERS OUTSIDE OUR JURISDICTION WHICH WE CONSIDER NEITHER URGENT OR A PRIORITY
* Representation of provincial interest on TC - simple idea, complex in execution, multiple solutions.

MATTERS WE CONSIDER IMPORTANT BUT NOT URGENT CZ BEING CLOSELY EXAMINED BY OTHER COMMITTEES
* Local planning issues - OCP numbers & updates (Regional Planning)
* Policy Statement (Trust Planning Committee and Executive Committee)