Islands Trust

Governance Committee
Agenda

Date:	Monday, July 31, 2023
Time:	9:00 am
Location:	Electronic meeting, Public venue Islands Trust 200-1627 Fort Street Victoria, BC V8R 1H8

Pages

1. CALL TO ORDER

2. AGENDA

2.1 Introduction of New Items

2.2 Approval of Agenda

2.2.1 Agenda Context Notes 3 - 3

3. PUBLIC COMMENT PERIOD

4. DELEGATIONS

5. CLOSED MEETING

That the Governance Committee close this meeting to the public subject to Section 90(1)(i) of the Community Charter in order to consider matters related to the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose and that staff be invited to remain in the meeting.

6. RISE AND REPORT

If requested

7. ADMINISTRATIVE COORDINATION

7.1 May 29, 2023, draft meeting minutes 4 - 7

For review and approval

7.2 Resolutions Without Meeting

None

7.3 Follow up Action List 8 - 11

For review

8. **BUSINESS - WORK PROGRAM ITEMS**

9. **BUSINESS - OTHER**

10. **BUSINESS - NEW**

11. **CORRESPONDENCE**

12. **WORK PROGRAM**

For review before sending to next Trust Council

13. **NEXT MEETING**

13.1 **The next Governance Committee meeting is secheduled Monday, October 16, 2023, to be held electronically beginning at 9:00 am**

13.2 **Scheduling additional meeting**

See item 2.2.1 Agenda Context Notes

For discussion/decision consider the following dates: before September 5th Trust Council agenda deadline.

August 31 or September 1.

14. **ADJOURNMENT**

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

Islands Trust

Governance Committee
Agenda – Context Notes
For the meeting of July 31, 2023

Agenda No.	From	Context Notes
13.2	Exec Coord	**SCHEDULING ADDITIONAL MEETING – DISCUSSION** The Governance Committee may wish to consider scheduling an additional meeting before September Trust Council. Because Executive Committee reviews all items going forward to Trust Council, the deadline to submit items for September Trust Council is Thursday, September 5th. The following two dates are offered for Governance Committee's consideration: Thursday, August 31 (no LTC meetings scheduled) Friday, September 1 (South Pender LTC meets 10:30 am to 2:30 pm)

Governance Committee

Minutes of Meeting

Date:	**May 29, 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** **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** **Kate-Louise Stamford, Gambier Island LTC** **Kristina Evans, FPC Sub-group member, South Pender** **Mairead Boland, FPC Sub-group member, Saturna**
Staff Present:	**Russ Hotsenpiller, Chief Administrative Officer (CAO)** **David Marlor, Director, Legislative Services (DLS)** **Julia Mobbs, Director, Administrative Services (DAS)** **Lori Foster, Executive Coordinator/Recorder**
Members of the public present:	**There was no members of the public attending electronically**

1. CALL TO ORDER

At 9:00 a.m., Chair Gedye called the meeting to order giving a First Nations land acknowledgement and with gratitude to call Nex̱wlélex̱wm (Bowen Island) home.

2. AGENDA

2.1 New Items and Re-Ordering of the Agenda

For consideration to add the following at:

10.2 Governance Committee’s reporting process to Trust Council

2.2 Approval of Agenda

GC-2023-027
It was Moved and Seconded,
That the Governance Committee adopt the agenda as amended.

CARRIED

3. PUBLIC COMMENT PERIOD - None

4. DELEGATIONS - None

5. CORRESPONDENCE - None

6. ADMINISTRATIVE COORDINATION

6.1 Draft Minutes of April 17, 2023 for adoption

GC-2023-028
It was Moved and Seconded,
That the April 17th, 2023 Governance Committee draft minutes be adopted as presented.

CARRIED

6.2 Resolutions Without Meeting - None

6.3 Follow up Action List (FUAL)

CAO Hotsenpiller spoke to the FUAL as presented.

7. BUSINESS - WORK PROGRAM ITEMS

7.1 DRAFT Corporate Planning Process – Briefing

Financial Planning Committee (FPC) Chair, Trustee Bernardo and working group member Trustee Patrick spoke to the draft corporate plan as presented.

Director of Administrative Services (DAS) Mobbs reviewed the draft document and spoke to the upcoming June Trust Council meeting where a Strength, Weaknesses, Opportunities and Threats (SWOT) exercise is planned.

Discussion ensued on the following:

- Creating future sessions/opportunities to determine and prioritize values
- High-level strategic planning session
- Corporate Plan will need an implementation process
- Fixed overhead items are separate from the Strategic Plan
- Developing departmental work plans with staff as key contributors
- How the SWOT session at June Trust Council will unfold at the working group level and reporting back to the Trust Council as a whole

By general consent, the report was received for information.

7.2 Visioning Exercise for September Trust Council

The Governance Committee discussed, in general, what a visioning exercise at September Trust Council would be comprised of and what the focus would be.

GC-2023-029
It was Moved and Seconded,
That Governance Committee work with Executive Committee and Financial Planning Committee subgroup to determine a visioning exercise for September Trust Council and request staff assistance to have the matter back on our agenda for the July 31, 2023 Governance Committee meeting.

CARRIED

7.3 Governance Committee re: receipt of other committees' referrals and prioritization – Discussion

The Governance Committee discussed how it receives referrals from other committees and prioritization of those referrals, that a reference to these items be created.

CAO Hotsenpiller will bring suggestions to the next Governance Committee meeting on methods of capturing referrals to the Governance Committee.

8. BUSINESS – OTHER - None

9. BUSINESS – NEW - None

10. WORK PROGRAM

10. 1 Review of Matrix

The committee reviewed the matrix as presented.

Add to the Strategic/Corporate Planning process a subsection called visioning.

10.2 Governance Committee's reporting process to Trust Council

Discussion ensued regarding reporting out to Trust Council at the June meeting including an explanation of the work program/matrix.

11. NEXT MEETING

The next Governance Committee meeting is scheduled to be held electronically, July 31, 2023 to be held electronically.

12. CLOSED MEETING

At 11:40 a.m., the meeting was closed to the public.

GC-2023-030
It was Moved and Seconded,
That the Governance Committee close this meeting to the public subject to Section 90(1) (i) of the Community Charter in order to consider matters related to the receipt of advice that is subject to solicitor-client privilege and that staff be invited to remain in the meeting.

CARRIED

At 12:43 p.m., the meeting was reopened to the public.

13. **RISE AND REPORT** - None

14. **ADJOURNMENT**

By general consent, the meeting was adjourned at 12:43 p.m.

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Judy Gedye, Chair

Certified Correct

____

Lori Foster, Recorder

Islands Trust

Follow Up Action Report

Governance Committee

Chief Administrative Officer

Activity	Responsibility	Dates	Status
1 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: 16-Oct-2023	In Progress

Follow Up Action Report

Governance Committee

Chief Administrative Officer

Activity	Responsibility	Dates	Status
2 That the Governance Committee request the Financial Planning Committee and staff to continue developing a corporate planning process and that this work: - Include a staff analysis of the potential operational implications of instituting a comprehensive corporate planning process, and that such analysis specifically identify the changes to the annual budgeting process that would be required to implement the new process; - 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; and - Include a proposal for trustee training. - The Executive Committee is requested to follow the SWOT (strengths, weaknesses, opportunities and threats) analysis process in developing the draft strategic plan that is to be submitted to Trust Council this year. Financial Planning Sub-Committee receipt of draft Corporate Plan - Briefing bring back to the May 29th meeting.	Russ Hotsenpiller	Meeting: 17-Apr-2023 Target: 16-Oct-2023	In Progress

Follow Up Action Report

Governance Committee

Chief Administrative Officer

Activity	Responsibility	Dates	Status
3 That Chair Gedye, Trustee Bernardo, and Chief Administrative Officer Hotsenpiller are asked to report back with a draft question for legal council regarding the scope of application of the open meeting rule to Islands Trust meetings for review and consideration by the Governance Committee. (From Jan 19, 2023 meeting) 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: 17-Apr-2023 Target: 31-Jul-2023	In Progress
4 That Trustee Bernardo and staff summarize the legal opinion(s) on Section 3 of the Islands Trust Act and bring them back to the next Governance Committee meeting for review.	David Marlor Russ Hotsenpiller	Meeting: 17-Apr-2023 Target: 31-Jul-2023	In Progress
5 Have the matter of "determining a visioning exercise" be brought back to the next Governance Committee meeting.	Russ Hotsenpiller	Meeting: 29-May-2023 Target: 31-Jul-2023	Completed

Director Legislative Services

Activity	Responsibility	Dates	Status
1 That Trustee Bernardo and staff summarize the legal opinion(s) on Section 3 of the Islands Trust Act and bring them back to the next Governance Committee meeting for review.	David Marlor Russ Hotsenpiller	Meeting: 17-Apr-2023 Target: 31-Jul-2023	In Progress

Islands Trust

BRIEFING

To:	**Governance Committee**	**For the Meeting of:**	July 31, 2023
From:	**CAO**	**Date Prepared:**	July 21, 2023
SUBJECT:	**Corporate Plan Framework**		

PURPOSE: To consider referring the draft Corporate Plan framework to Trust Council for endorsement.

BACKGROUND: Governance Committee has provided the following direction with regards to the Corporate Planning process:

> ***That the Governance Committee request the Financial Planning Committee and staff to continue developing a corporate planning process and that this work:***
>
> ***- Include a staff analysis of the potential operational implications of instituting a comprehensive corporate planning process, and that such analysis specifically identify the changes to the annual budgeting process that would be required to implement the new process;***
>
> ***- 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; and***
>
> ***- Include a proposal for trustee training.***
>
> ***- The Executive Committee is requested to follow the SWOT (strengths, weaknesses, opportunities and threats) analysis process in developing the draft strategic plan that is to be submitted to Trust Council this year.***
>
> ***Financial Planning Sub-Committee receipt of draft Corporate Plan - Briefing bring back to the May 29th meeting.***

This work continues. The FPC will have met in late July and staff are beginning an analysis as described. Overall this is substantial work that may take some time. Given that in June, Trust Council undertook a SWOT analysis and will likely undertake a visioning session September, it is obvious that advancement of some key content elements of the Corporate Plan are proceeding. The FPC subgroup will continue to meet and begin a more rigorous testing phase for project development and business case planning, however that will likely extend until the fall.

In the meantime, it is recommended that Trust Council be presented with a draft outline of the Corporate Plan in September and that they endorse the work to date, to ensure that the process and associated work is what trustees have in mind as this project advances. Staff would work with the FPC working group to update the document and prepare for referral to Trust Council.

Also, an overall tentative schedule for plan development and implementation should be discussed by the Governance Committee to assist in work planning and to guide the FPC working group.

ATTACHMENT(S):

1. **Draft Corporate Plan**

FOLLOW-UP:

Prepared By: **R Hotsenpiller**

Reviewed By/Date: **July 25, 2023**

ISLANDS TRUST

DRAFT

CORPORATE PLANNING PROCESS

CORPORATE PLANNING

The Islands Trust Governance Review Report, February 2022 states that Islands Trust lacks a "*comprehensive corporate planning process that begins with **goals**, proceeds to **initiatives** to achieve the goals, and then converts the initiatives into **financials***." [Emphasis added].

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

This recommendation highlights the need to engage in high-level planning for the longer-term, as well as more detailed planning that takes place on an annual basis. This draft corporate planning process document seeks to incorporate the elements of both.

PHASE 1: Assess the Environment (SWOT)

Understanding the context in which an organisation functions is essential to ensuring the determined vision, mission, values, goals and implementation strategies included in the Strategic Plan are appropriate and achievable. A SWOT analysis provides the basis by which both internal factors and external factors are evaluated.

SWOT stands for Strengths (S), Weaknesses (W), Opportunities (O), Threats (T). The SW of a SWOT represents factors internal to the organisation. The OT of a SWOT represents factors external to the organisation. A SWOT is a core business tool that serves to identify and assess how strengths and opportunities can be leveraged and how weaknesses and threats can be mitigated in the organisation's context. Examples of each may look as follows:

- S: Staff are highly skilled in their respective areas of expertise such that information received by Trust bodies for decision making is generally reliable and of high quality.

- W: Chronic high turnover in Planning Services and Trust Area Services coupled with slow hiring processes limit the ability to achieve full work programs in a term.

- O: Federal and Provincial governments are directing new funds to activities important to the work of Islands Trust, such as reconciliation with First Nations.

- T: Increasing populations and changing demographics on the Islands challenge the Trust's ability to effectively deliver on aspects of the mandate.

The SWOT analysis is the responsibility of Trust Council to undertake, bringing a political and community lens to the exercise, but staff play a key role in providing input, especially as it relates to the internal factors (SW) of the assessment associated with operational processes. Staff may support Trust Council in this exercise by providing and commenting on relevant historical and current reports such as the existing strategic plan, legislative monitoring reports, results of public surveys and First Nations engagement, highlighting data gaps and notable trends in both internal and external factors, etc.

Once SWOTs have been identified and listed, examing relationships between concepts can create a deeper, more concrete understanding of the organisation's context. A SWOT matrix can be useful in this analysis:

	STRENGTHS	WEAKNESSES
OPPORTUNITIES	How can **strengths** be used to take advantage of **opportunities**?	How can **opportunities** be used to compensate for, or overcome **weaknesses**?
THREATS	How can **strengths** be used to mitigate or avoid **threats**?	Can strong policies or processes be used to defend against areas of **weakness** and avoid or mitigate **threats**?

Once an understanding of the organisational context is achieved, a Strategic Plan appropriate to the context can be developed.

PHASE 2: Develop a Term Strategic Plan

The Strategic Plan sets out the vision of the organisation, sets long-term goals and priorities that will move the organisation towards that vision, and outlines initiatives and actions to achieve those goals. The Strategic Plan is created by Trust Council at the start of each 4-year term.

In general, the foundational aspects of the Strategic Plan do not change throughout the term. However, certain elements are revisited annually (or as needed) to ensure ongoing relevance and appropriateness, and progress reporting against the plan should take place regularly, at least quarterly.

The Strategic Plan can be separated into two parts: Part 1 – Direction & Goal Setting; and Part 2 – Implementation Strategy.

Part 1 – Direction & Goal Setting

This part of the Strategic Plan is developed and approved by Trust Council early in the term. Establishing a Trust Council approved Vision, Mission/Mandate, Values, and Goals is the starting point by which all work will flow. It provides the basis for prioritization and funding of initiatives, and guides the work of Trust bodies and staff.

Step 1: Determine the Vision

Trust Council must establish its vision for the Trust Area. A vision statement embraces a forward-looking posture that, in general terms, states what Trust Council desires the Trust Area to be or look like. Many local governments refer to their Official Community Plan as their visionary document. For Islands Trust, the comparable document would be Trust Council's Policy Statement.

Step 2: Understand the Mission/Mandate

A mission statement outlines who we are and what we are here for. In the Islands Trust context, our mission is established by the Islands Trust object outlined in the 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 in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.*"

Trust Council must aim to understand and agree on interpretation of the mandate to facilitate the development of a focused and prioritized strategic plan.

Step 3: Determine Values

Understanding the values that Trust Council holds and agrees to will facilitate better and more stream-lined decision making in all areas of Trust work, but primarily in the goal setting and implementation strategy setting exercises associated with the strategic plan, as well as during the annual budget cycle. For example, if Trust Council holds 'transparency' as a key value, they may more likely set goals, determine strategies, and direct finances towards work that supports this value such as the live-streaming, recording and posting of all public meetings. A Trust Council who does not hold a high level of transparency as a value may not direct resources towards such functions.

Trust Council's policy *2.1.3 Governance Principles* approved in September 2009 determines Trust Council's values to be: 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. Trust Council has the opportunity to update these values as part of the strategic planning process.

Step 4: Determine and Prioritize Long-Term Goals & Objectives

Trust Council must establish goals and objectives that will facilitate movement towards the established Vision, will further the established Mission/Mandate, and will embrace the agreed up on Values.

Goals in the strategic plan are generally broad statements that describe a preferred future within specific thematic areas. Objectives are shorter-term, more measureable actions that will help achieve the overall goal. Goals and objectives guide priority setting, provide a framework to evaluate organisational performance, and will guide day-to-day decision making and organisational activities.

Once objectives for each goal are set, they must be prioritized to provide a basis for human and financial resource allocation. Setting out what objectives should be focused on now, next, and later is an important step in the plan.

Part 1 of the Strategic Plan generally does not change throughout the term but is referred to regularly during decision making, such as during the annual budget cycle. If new situations arise throughout the term that require amending any element of Part 1 of the Strategic Plan, Trust Council will do so as required.

Part 2 – Strategy Implementation

This part of the Strategic Plan outlines the initiatives Trust Council will undertake to achieve the long-term goals and objectives set in Part 1 of the plan. Each initiative should be clearly linked to a specific goal(s) and should include a high-level description of the undertaking as well as planned timing for the work and its completion. This part of the plan is developed by both Trust Council and staff.

Step 1: Determine actions to achieve objectives (ie: what we will do)

Staff are key players in determining how Council's determined objectives might be achieved. Upon receipt of an approved Part 1 of the strategic plan, staff prepare options to achieve each objective(s) for Council's consideration. It is important to note that a single action may futher more than one objective.

Step 2: Prioritise actions over Timeline (ie: when we will do it) & Assign Responsibilities

When specific actions have been agreed to, they should be prioritised over a set and reasonable timeline. Assigning a timeline for actions, preferably by quarter or by month, provides milestone markers by which strategic plan progress can be measured. Assigning who has responsibility for each action ensures accountability in moving each action forward.

The SWOT analysis and Part 1 of the Strategic Plan are useful references during prioritization exercises. For example, if an opportunity for time-sensitive grant funding is identified in the SWOT and goals/objectives are set that could make use of the funding opportunity, planning for an action associated with the funds may need to be prioritised within grant deadlines.

?

Part 2 of the Strategic Plan is reviewed regularly, by way of progress reporting from staff that provides updates on progression of planned initiatives.

PHASE 3: Develop Departmental Work Plans

Departmental work plans outline the major actions and activities that each department will undertake to move specific Strategic Plan initiatives forward. They work alongside the strategic plan to bring tactical, day-to-day actions to life. Both plans are key to effectively drive performance and attain goals.

Where Part 2 of the Strategic Plan sets out what we will do and when we will do it, departmental plans set out the detail on *how* we will do it. These plans provide a key link between the Strategic Plan and the annual budget process and longer-term financial plan.

Departmental work plans identify projects and set timelines, along with milestones to measure performance against the plan. The first year of each departmental work plan contains a greater level of detail and feeds heavily into the annual budget process (see Phase 4, step 2b).

In the Islands Trust context, departmental work plans may be developed for each business unit (Chief Administration, Legislative Services, Trust Area Services, Planning Services, and Administrative Services). Management staff hold primary responsibility for developing work plans for their respective areas of oversight.

PHASE 4: Develop the Annual Budget & Long-Term Financial Plan

The annual budget process embraces the detailed financial planning required to fund specific work in the first year of the 5-year financial plan, and relies heavily on the departmental work plans which are the drivers to achieve the strategic plan.

The financial plan forecasts the financial resources required to fund Part 2 of the Strategic Plan (the Implementation Strategy) as well as the ongoing operations of the organisation over the following four years. This is the basis of the 5-year financial plan bylaw that is updated and revisited annually during the budget cycle.

Step 1: Review Background Documents

a) Trust Council will review and update the Phase 1 SWOT if required (i.e.: new threats have emerged, new weaknesses need to be addressed, etc.). A change to our context may mean a change is needed in our plans.

b) Trust Council will review progress reporting on the Strategic Plan implementation and address required changes, if needed.

c) Annual work plans will be updated to reflect any changes from step b).

- <u>Step 1: Trust Council sets Budget Assumptions, Principles, & Guidelines</u>
  Trust Council will set assumptions, principles, and guidelines to guide staff and the Financial Planning Committee in the preparation of the draft budget. Assumptions will include things such as cost increases for inflation or changes in service levels. Principles will include things such as a

commitment to prioritise planned or ongoing strategic initiatives above new work. Guidelines will include things such as limiting budget increases in discretionary costs to a set percentage.

Assumptions to be included in the future years financial forecast will also be included in this document to guide the financial projections in the projected of the long-term financial plan. Assumptions may include items such as inflation projections and levels of grant funding expected from external parties.

Financial Planning Committee, in alignment with their terms of reference, will draft this document on behalf of Trust Council for their review, revision, and approval.

Step 2: Budget Submissions

a) ITC Board and Local Trust Committee Funding Requests

The Islands Trust Act says local trust committees (LTCs) and the Islands Trust Conservancy (ITC) are their own legal entities. As such, these entities may have work they wish to undertake separate from work that Trust Council plans to undertake. The ITC Board and LTCs will submit funding requests to Trust Council (via the FPC) for work they wish to undertake that is not contemplated in Trust Council's strategic implemenatation plan. ?

b) Departmental Financial Plans Developed

Based on the activities planned for the next year (per the strategic plan and departmental work plans) departmental budgets will be compiled by department leads and submitted to finance. These budgets outline expected costs for planned activities and any associated revenue. They must conform to the assumptions, principles, and guidelines set by Trust Council. If staff identify a need to step outside of these guidelines, a case should be brought forward to Financial Planning Committee. An example would be a desire to hire a new staff position that was not contemplated in the strategic plan.

Departmental financial plans will include costs for strategic plan initaitives assigned to the department. Business cases associated with these initiatives will be drafted for Trust Council which will include:

- How an action/project achieves the set objective
- A cost/benefit analysis of the proposed action/project
- Staff resourcing associated with the proposed action/project
- A timeline for the proposal, identifying key milestones
- Alternative options for consideration
- Estimated cost

Step 3: Draft Annual Budget & Draft Financial Plan

The departmental budgets, ITC Board request and LTC requests are compiled by finance staff to create a draft annual budget and draft financial plan. The draft is compared to the strategic implementation plan to ensure consistency and completeness.

Step 4: Senior Management Review

The Director, Administrative Services, and Chief Administrative Officer review the budget and draft financial plan with the senior management team.

Step 5: Financial Planning Committee Review

Financial Planning Committee will review and refine the draft budget before forwarding to Trust Council for review.

Step 6: Trust Council Review

Trust Council will review the draft financial plan, ensure alignment with their already-established goals and plans and give direction for change as required.

Step 7: Public Feedback & Consultation with Trust Municipalities

A feedback period will take place to allow members of the public to share their thoughts on the draft financial plan. Engagement with Trust Municipalities takes place.

Step 8: Financial Planning Committee Review

Financial Planning will review the draft budget taking feedback from public consultation into consideration. The draft financial plan will be reviewed at the same time before submission to Trust Council for approval.

Step 9: Trust Council Approval

Trust Council will review and approve the annual budget and 5-year financial plan bylaw for submission to the Ministry.

Step 10: Financial Plan Bylaw Submission to Ministry

Staff prepare a plan report to accompany the bylaw submission to the Ministry.

Phase 5: Progress Monitoring

At least quarterly, and as often as is required outside of that, progress measurement against strategic plan implementation milestones and objectives should be reported. Staff will report on progress on specific projects, as well as progress against the overall strategy implementation plan.

Islands Trust

BRIEFING

To:	**Governance Committee**	**For the Meeting of:**	July 31, 2023
From:	**CAO**	**Date Prepared:**	July 25, 2023
SUBJECT:	**Discussion of visioning process for Trust Council, 2022-2026**		

PURPOSE: Following discussions on interpretations of Section 3 of the *Islands Trust Act*, the 'Object' clause, to consider how this information and related discussion will be organized for Trust Council. Also, to consider how the discussion on S.3, may lend itself to a 'visioning' discussion that is scheduled for September Trust Council.

BACKGROUND: Committee is in the process of discussing interpretations of S. 3 of the *Islands Trust Act*, the object clause, as a priority in their work plan. A logical extension of this work is to extend the conversation to all trustees and Trust Council.

Further, the Islands Trust is in the process of amending the Policy Statement, which many believe to be important to the mission and vision of the organization.

In addition, as part of developing a corporate plan, the Islands Trust is undertaking a visioning exercise for the Islands Trust, as noted in the following direction:

> *That the Governance Committee work with Executive Committee and the Financial Planning Committee subgroup to determine a visioning exercise for trustees at September Trust Council.*

Establishing a Trust Council approved vision, mission/mandate, and values will lead to goal development and advance strategic and corporate planning.

Governance Committee may wish to provide some insight or direction to these projects and how they are related to each other, and finally to provide guidance to Executive Committee as they develop a visioning process.

Some preliminary questions are offered for consideration of Committee:

Key questions:

1. What are the key questions or considerations for Trust Council as they advance a vision?
2. Is the visioning focused upon the Islands Trust itself and its governance and operations or towards the region and the role the Trust would play?
3. What process or visioning exercise would benefit Trust Council?
4. Is the Policy Statement "the vision" and is S. 3, the object clause, the mandate/mission? Is more clarity needed here?
5. Is the process best delivered by staff or consultants?

Supplementary information is attached which provides a broad summary of the most recent visioning process held by the Islands Trust in 2017. Committee members do not need to deeply review this material however it does provide relevant information as Trust Council contemplates a similar exercise. Staff can provide a verbal update on the outcomes of the 2017 process.

ATTACHMENT(S): as described.

1. Recent Trust Council visioning information from 2017

FOLLOW-UP: Any direction or insight from the Governance Committee will be forwarded to Executive Committee as they develop a visioning process for Trust Council in September.

Prepared By: R Hotsenpiller

Reviewed By/Date: July 25, 2023

Islands Trust, September 2016: Internal Facilitator's FINAL Agenda

Purpose:

- To capture and distil the emerging shared vision of the Islands Trust trustees. This will provide the basis of a draft vision that will be shared with constituent publics through the Fall for feedback

Outcomes:

- A set of clear themes that capture a shared, draft 10-year vision for the Islands Trust
- A short written summary of the key themes emerging from the session (1-2 pages)

Process:

Participants:

- Trustees and staff, amounting to approximately 35 people in total
- Facilitator: Suzanne Hawkes; Graphic Recorder: Avril Orloff

Min	Time	Topic	Purpose/Outcome	Activities	Tool/AV	Lead
	7:30	Set up room	Large open U or circle; tables on side for gear…	Nametags; charts up; markers, post-its, tape out; music on; refreshments out…		SH, SB and IT staff
	9:45	ARRIVE		[note Executive will be in a meeting from 8:30 – 10]		
10	10:00	Welcome and opening		Acknowledge un-ceded (Saanich) First Nation territory (Chair – Peter) [Option: Insert icebreaker here] Framing (5 min): Russ • Welcome and opening remarks (5 min max?); review outcomes. Note any members of public? This is a workshop, not a meeting • Not revisiting core mandate: preserve and protect "Object" of the trust • Introduce Suzanne and Avril Orloff graphic recorder		Chair (Peter) Russ Suzanne Avril

Min	Time	Topic	Purpose/Outcome	Activities	Tool/AV	Lead
				• Suzanne: speak to coastal history/roots; appreciation for trustees' responses • Avril - Graphic recorder: speak to role and how to work with images •		
5	10:10	Icebreaker		• Quick pairs: eg. story of my name; what I love most about islands; what I love most about being Trustee/staff… • OR: continuum line: results vs. process; distance travelled travelled to get here…		
5	10:15	Introductions [optional]		Quick round: introductions – name, island		
10	10:20	Agenda review; group agreements		**Review agenda** • Clarify vision; what it is/isn't (vivid; what we DO want, not what we DON'T) • Point to examples in workbook? • Clarify outcome **Review agreements** - Step up/back (permission to cut people off – several asked for this) - Listen skillfully: seek 1st to understand, then to be understood - Be present: show up on time; no tech in session Speak to role of staff in meeting (to help generate/discuss ideas – but not to rank them)	Chart – agenda Workbook – graphic of purpose & vision? Chart - agreements	
40	10:35	Context: Landscape Review	Shared understanding of current and likely context Review of key data and/or projected trends re: demographics, energy. climate change impacts,	**Scan Current context and projected trends** <u>Staff presentation</u> (5-10 min) - staff presents known data/existing reports eg. Indicator report, SGI economic report and "Status of the IT" report… (Russ/staff)	Templates for "current context" Pre-loaded post-its with survey	Russ and/or Clare/staff Suzanne

Min	Time	Topic	Purpose/Outcome	Activities	Tool/AV	Lead
			water, housing, economy, food, transportation, etc (see	Survey summary – Suzanne (5 min) - summary from survey/interviews ; see 10 copies of full survey; summary in workbook Pair/trio reflections and additions (15 min) - form pairs/trios and circulate to review, adding notes where appropriate (post-it notes) (15 min) Areas to probe/blank graffiti charts for: - Demographics - Nature/ecosystems - Housing - Local economy - Food - Water - Transportation (within/between islands) - Energy - First Nations - Civic engagement/Government - Services: Health care, education - Education services - External pressures etc. Climate change Group reflections (10 min): - final "gallery walk" of additional ideas - Q: What stands out?	summary ideas room for their post-its Workbook with summary 10 copies of full survey Extra post-it notes and pens	Avril invitation to engage with graphics/post-it additions
15	11:15	BREAK				
15	11:30	Vision 1 – solo exercise		- Set up guided visualization (5 min) - Do visualization (5 min); probe key areas (transportation, water, demographics, businesses and jobs, services, climate, energy… relationship with First Nations…)	Pens, workbooks	

Min	Time	Topic	Purpose/Outcome	Activities	Tool/AV	Lead
				- Timeframe: 10 years (2026) - Solo journaling [doodles] (10-15 min)		
45	11:45	Vision 2 – Small groups	Generate shared ideas	**Small group sharing** - form small circles/groups of 4-5 [mix islands; mix staff and trustees] - [groups: ospreys, cedar, salal, raven, arbutus, salmon, orca…] – option: each have talking object - <u>round: share stories</u> of what you saw/felt… interviews, ask Qs of each other – SUSPEND JUDGEMENT (2 min each = 10 min) - <u>create a shared story</u>: capture key shared ideas and create a shared story to share. Capture key ideas on post-it notes (20 min) - Option: post-its OR <u>magazine article</u> – create a shared story 20 years from now highlighting how remarkable this region models vibrant community, thriving economy within ecological limits… - <u>Prepare posters</u> or post-it notes to share (10 min)	Post-it notes Sharpies Option: template charts with categories etc. demographics, nature, economy, housing…	
30	12:30	LUNCH (WORKING)		Work: clusters, naming…		
15	1:00	energizer	Raise energy and prepare for generative listening and dialogue vs. debate	"Yes AND" exercise		
30	1:15	Vision 3: Share creative ideas		**Present shared stories/posters/post-it notes** - Present stories/ideas, eg. magazine article posters OR each group shares and posts post-it note ideas on chart templates (for transportation, energy, water etc.) - Max. 5 min per group	Template charts for magazine article OR categories…	
30	1:45	Vision 4: Reflections, patterns and emerging core themes	Digest and share emerging patterns	Group reflections: what stands out? Patterns? (option: pairs/trios, then large group)		

Min	Time	Topic	Purpose/Outcome	Activities	Tool/AV	Lead
15	2:15	BREAK		Option: time permitting, work with 1-2 volunteers to craft 2-3 sentences/paragraphs… Give Avril time to work; team to support could include Suzanne, Russ, Clare….		
30	2:30	Ranking core ideas…	Get sense of priority ideas	OPTION: ranking… using dotmocracy (trustees only)_ Remind folks: this is not a decision – rather a 'weather check' on the collective ideas rising to the top, prior to community conversations	Dots	
20	3:00	Next steps		Subcommittee to write up capture DARCI if needed	DARCI…	
10	3:20	Session Evaluation				
	3:30	CLOSE				

Islands Trust Visioning Session, September 2016: Summary Report

Purpose

To capture and distil the emerging shared vision of the Islands Trust trustees. This will provide the basis of a draft vision that will be shared with constituent publics through the Fall for feedback

Outcomes

- A short report with a set of clear themes that capture preliminary ideas for a shared, draft 10-year vision for the Islands Trust, to form the basis of conversations with Trust Area residents
- Graphic Recording of the day's collective work

Process/Method

Survey and Interviews

An online survey was fielded from July 27 – August 10th, 2016 to all 26 Islands Trust trustees. Twenty-five of them responded to the survey: two completed an in-email version and two submitted a Word version; the rest completed it on-line. All results were combined and collated. One Trustee participated in an in-depth interview in lieu of the survey; five others both completed the survey and were interviewed. Thus, 100% of the Trustees participated in the process.

Pre-Reading:

A briefing package was circulated to Trustees prior to the session. This included:

- State of the Islands Indicator Project Interim Report
- Results of the Life on the Islands: Area Resident Survey
- Copy of the Islands Trust Fund's Vision

Workshop Agenda

As part of a 3-day Trust Council meeting, a 6 hour facilitated workshop was held in Sidney, BC on September 13th. Participants included 24 of the 26 Trustees, the CAO and staff members. Four representatives from San Juan County Council also joined part of the meeting, and members of the public observed the session. The workshop was designed not to reach firm decisions or conclusions, but rather to generate ideas and identify common themes that could be used for community consultations on a 10 year vision for the Islands Trust. [See Workbook for details of the process, including the agenda] A graphic recorder visually captured the key ideas highlighted in this brief report. .

Key Themes

<u>Caring, connected, diverse communities</u>

- healthy, resilient, inclusive

<u>Healthy natural environment</u>

- islands are clean and green
- vibrant full forest ecosystems
- healthy oceans and forests
- more protected areas
- increased wildlife

Reconciliation and collaboration with First Nations

- caring for land and sea together with First Nations
- increased awareness and respect of First Nations
- island spirit-places are protected and respected

Local businesses and farming supported

- more locally grown food
- eat local

Water stewardship

- long-term, integrated water management
- protected water resources
- alternative water sources

Diverse, green, affordable housing

- neighbourhood 'nodes'/clusters of diverse and affordable housing
- different types of housing
- land ownership options (eg. co-ops; community land trusts)
- better use of current built environment (eg. convert some large houses into multi-unit homes)
- homes with small footprints (eg. energy efficient; solar powered; using local materials; 'green')

Supportive (appropriate) technology

- -appropriate
- -electric plus 'electric-assisted' vehicles (eg. bikes)

Renewable energy

- solar, wind, wave (tidal)

Some cross-cutting ideas

- Self-sustaining; be responsible
- Learning to live "smaller" – reduce our footprint/impact on the environment
- cultural shift: sharing ie governance, housing, vehicles, food, power, cultures etc.

Other ideas

- Proactive planning
- Expand the Islands Trust

One theme that led to further discussion was around "Being a Leader/Role Model for the World". Terms such as "beacon of hope", "excellence in leadership", and "act locally, think globally" were used to try and define the theme further. This led to more extensive discussion and the creation of alternative ideas, which Trustees then ranked. In the end, two ideas received relatively high 'scores' – but they received only 7 'votes' each, out of 24 Trustees (staff did not participate in the ranking exercise). The top two ideas were:

- Exemplary care for an extraordinary place
- We, Island communities, work together with First Peoples and their ancient knowledge, to preserve and protect our islands and surrounding seas

Islands Trust
Vision Statement
Draft 1
Prepared for Russ Hotsenpiller, Chief Administrative Officer
9 November 2017

PROJECT

Create a written vision statement for Islands Trust, one that aligns with the graphic illustration, messaging of the Object of the Trust and detailed Policy Statement.

REFERENCES

I have included the original draft Vision Statement and the graphic illustration, as these may be helpful references when reviewing the proposed Vision Statement.

Original Vision Statement Submitted for Consideration

"Local First Nations have been stewards of the islands of the Salish Sea for millennia. The Islands Trust Council joins them in this responsibility through decisions and actions that foster collaborative decision-making in support of its vision:

The islands of the Trust Area have healthy and productive marine, aquatic and terrestrial ecosystems where resources are jointly managed with First Nations to sustain ecological and cultural values. Island communities are resilient, caring and diverse. Every islander has access to affordable housing, local food, enough clean water, and contributes to decision-making. Farmers, local businesses and non-profits are well supported and thriving. Island communities are recognized leaders in innovative actions and technologies within localized, post-carbon economies."

Graphic Illustration:

RECOMMENDATIONS AND INTRODUCTORY NOTES

In our last meeting, we discussed the key points to be included in the new Vision Statement. We began by analyzing the original draft Vision Statement and identified the following:

- Marine environment is important to include
- Same for First Nations
- Don't need so much detailed focus on communities, but do reflect the spirit of community.
- Preserve and protect is an important concept to echo. However, it's more than that; it's ensuring the islands stay intact for the next generation.
- Potentially include affordable housing, or allude to it.
- While the statement should be inspirational, ensure it aligns with wording/brand voice of other Islands Trust materials.
- Consider the concept of living within our means: sustainability, self-sustaining, reducing impact on environment

Other recommendations:

Aspirational – As noted, I recommend creating a Vision Statement that is more aspirational in nature (e.g., "Our Vision is to have…..") instead of outlining the end result (e.g., "Islands Trust has….). In this way, the Vision Statement has a more energetic, striving, inspirational quality.
Clear and Concise – Keep the statement clear, concise and jargon-free. This will be most appealing to all readers, both internal and external.
Simple – Resist the urge to fit everything into the Statement. As a Vision, it should be high-arching and not get into copious amount of detail. When there's too much detail, it's difficult to read and understand.

NEW VISION STATEMENTS

Here are a few different versions for your consideration. (Note that these are drafts and merely to get us moving in the right direction.)

Version #1. (This version encapsulates the points above, presenting them in an active, aspirational manner, without getting too casual/edgy.)

Our vision is to work with First Nations to preserve and protect the unique marine and land environments of the Trust Area, keeping them pristine for current and future generations. We're committed to the long-term sustainability of our communities, and to developing innovative solutions that ensure businesses and residents thrive in harmony with their environment.

Version #2. (This version plays more on the wording in the graphic statement, with a lively feel and the use of fragments, instead of full sentences.)

At Islands Trust, we have a vision: to preserve and protect the islands of the Trust Area. To create healthy, resilient communities, where innovative planning, affordable housing and environmental stewardship go hand in hand. To work in close alignment with First Nations, and remain true to ecological and cultural values. To ensure both current and future generations prosper and grow, while maintaining respect for the fragility of our natural environment.

Version #3. (This is short, sweet, and to the point. With Vision Statements, shorter is better!)

Our vision is to preserve and protect our unique marine and land environments in joint management with First Nations, and to ensure the long-term sustainability of island communities and businesses.

Version #4. (This is another version for consideration. Instead of making it aspirational, it's more of a statement about Islands Trust.)

We maintain the unique and special character of the Trust Area, protecting and preserving both the marine and land environments. Our communities are at the heart of our efforts: we work in alignment with First Nations, residents and businesses to ensure a quality of life in harmony with our natural surroundings.

BRIEFING

To:	Governance Committee	**For the Meeting of:**	July 31, 2023
From:	**Executive Coordinator**	**Date Prepared:**	July 25, 2023
SUBJECT:	**Governance Committee section of the 2022-23 Islands Trust Annual Report**		

PURPOSE: To update the Governance Committee on the Annual Report 2022-23 submission pertaining to the Governance Committee.

BACKGROUND: On June 7, 2023, Governance Committee (GC) Chair, Judith Gedye, sent an email to all GC members asking if they had any objections, amendments or comments to the following draft language for submission to Islands Trust Annual Report:

> *Governance Committee*
>
> *The Governance Committee provides policy advice to Islands Trust Council on Trust-wide issues related to the committee's areas of responsibility including good governance and management approaches and frameworks, and processes to support and evaluate the effectiveness of Trust Council and its committees.*
>
> *Members serving for the 2023–2026 term:*
>
> *Judi Gedye, Bowen Island Municipal Trustee, Chair*
>
> *Jamie Harris, Salt Spring Island Trustee, Vice-Chair*
>
> *Joe Bernardo, Gambier (Keats) Island Trustee*
>
> *Lee Middleton, Saturna Island Trustee*
>
> *Laura Patrick, Salt Spring Island Trustee*
>
> *Tim Peterson, Lasqueti Island Trustee*
>
> *Kate-Louise Stamford, Gambier Island Trustee*
>
> *Members serving during the 2018–2022 term were:*
>
> *Lee Middleton, Saturna Island Trustee, Chair*
>
> *Laura Patrick, Salt Spring Island Trustee, Vice-Chair*
>
> *Alex Allen, Hornby Island Trustee*
>
> *Kees Langereis, Gabriola Island Trustee*
>
> *Timothy Peterson, Lasqueti Island Trustee*
>
> *Tahirih Rockafella, Galiano Island Trustee*
>
> *Kate-Louise Stamford, Gambier Island Trustee*

2022/23 Highlights

Governance Committee (GC) is a new standing committee. The Committee met four times in 2022/23. The Committee's primary focus this year was to develop recommendations for the Council Committee System policy, and review of the Governance Review report received by Trust Council in March 2022. The Committee also discussed the orientation program for the new Trust Council, a corporate planning process, and strategic planning priorities.

Chair Gedye received three replies that there were no issues with the draft language and recommended the write-up go to Executive Committee's June 14th meeting for review and forwarding to Trust Council for approval.

Trust Council approved the draft annual report for submission to the Minister at its June Trust Council meeting.

ATTACHMENT(S):

1. **None**

FOLLOW-UP: As directed by the Governance Committee

Prepared By: **Executive Coordinator**

Reviewed By/Date: **July 25, 2023**

Dennis Perch
[redacted] Pender Island B.C. V0N2M3
[redacted]

June 6, 2023

Quality of Life – A Well-being Society

There was an interesting article in the June 4th *Times Colonist* and subsequent research turned up a very thoughtful and insightful view of how our governments should manage our communities. Very simply, our quality of life can be influenced by four distinct elements that determine how successful we are in achieving a "well-being society". Using this model, it's both interesting and informative to consider how much recognition our governments give to these four principles and the proportion of appreciation and support they provide to each. What becomes evident with this type of analysis is that our quality of life can become distorted to the detriment to our well-being if we focus mainly or only on one or two of these elements while neglecting others.

Several governments around the globe now recognize that we live in an interdependent world where, in order to be "well-being societies", we need to recognize and adopt the four basic principles as the mainstay of our livelihood. The four strategic elements, for lack of a better descriptor, are considered types of "capital" [2].

1. Nature capital – a dependance and responsibility to care for and manage our footprints within the earth's fragile natural systems,
2. Human capital – promotion of long healthy lives with achievement of the potential for which we are capable,
3. Social capital – allowing us to live in cooperative social families, societies, communities and cultures and benefit from the social support that each offer, and
4. Economic capital – providing the resources that serve our ability to achieve and manage the three other forms of capital.

For the Gulf Islands, a good comparative example is the *Living Standard Framework* [1] developed in Aotearoa, New Zealand because it, like us, required time to incorporate aspects of the Indigenous (Māori) perspective in its planning and development. Subsequent to the New Zealand initiative, a global *Wellbeing Alliance* developed with participation by countries such as Finland, Iceland and Scotland. And, although unknown to most of us, in 2021 Canada also became a *Wellness Economic Government* (WeGO), creating a Federal *Quality of Life Framework and Strategy*.

In Canadian communities and others in developed and developing countries, weighting can become unequal resulting in a much heavier emphasis on the fourth element, economic capital. One way of looking at this is to consider that the four types of capital make up 100% of our livelihood management system. If economic capital is weighted much heavier, for example, we think it demands about 70% of our attention, the other 3 elements must get less attention and need to share the remaining 30%, perhaps equally or not. So, it becomes clear that it's incumbent on governments with responsibility for managing important elements of our lives to assess and maintain a healthy balance between the four principles in order to promote and ensure a "well-being society".

Can anyone disagree at this point? I suspect not because this 4-element structure is really just common sense. O.k. then, let's look at one of our own governments - the Islands Trust. First of all, lets clear the air. Despite the Islands Trust now referring to itself as a "*special government*" [3] with focus solely on the environment is, in fact, a government under the *B.C. Local Government Act* with many assigned responsibilities for its human population, just like municipalities.

So, <u>as a government</u>, how well does the Trust score in providing well-being? Let's look at the four elements:

1. Nature capital – On the whole, there should be no problem here as this is the major emphasis of the Trust, but dig a little deeper and you find ironic flaws. For example, emphasis on maintaining large lot sizes to maintain low population density and severely curtailing new commercial zoning means that people live inefficiently using more natural resources and creating much larger carbon footprints than necessary. This is also a myopic view that doesn't take into consideration the changing needs within communities over the last 50 years.

2. Human capital - Well, this is often-repeated rhetoric found in Trust documents such as its *Policy Statement* and various *Official Community Plans*, but where is the evidence of actions taken to service this commitment? In truth, it's a subject that sees little or no action. Go ahead. Re-read principle #2 and try to think of something.

3. Social capital – By the basic nature of our island lifestyles, this has emerged informally as a component of our existence. Think of all the social groups, community events and activities that take place and it appears that our social capital is in pretty good shape. Or is it? One social component is well-being of families but constant down-sizing of residential homes on our islands reduces the ability to age in place or allow co-housing with a care provider. Also, prohibition of alternative housing and lower cost accommodation such as suites in homes, trailers & apartments also excludes many young families from joining our communities where they could help provide the goods and services needed by the aging population. This also reduces our islands' ability to economically maintain the health care and other social resources that all communities need. And, that neatly segues into the next element.

4. Economic capital – There is a clear disinterest by the Trust for addressing year-round economic viability in our island communities and this has created a situation that is not sustainable. There is a dearth of year-round meaningful employment and a heavy economic reliance on a brief summer tourist trade. "Not my job, man" is not an acceptable answer from the Trust when it actually controls the means to manage this element which prevents others from stepping in and addressing it. Strict controls on the availability and types of housing and zoning, failure to allow any value-added up-zoning (yes, check your island's history) and the heavy influence of singular focus environmental activists in guiding Trust polices – all result in a complete failure in maintaining this key element. Before anyone indignantly jumps up saying "Ah ha! This is just a plan for rampant uncontrolled development", relax, it's not. It's just recognition that economic viability must be a component of <u>every</u> government's mandate if communities living under it ever hope to achieve a status of "well-being".

So, what needs to be done? Do we want to have well-being island communities or do we want to continue down the blinkered path of 'preserve and protect über alles' [4] neglecting the sustainability of community life here in our beautiful natural environment? The well-established *Quality of Life* model clearly describes a path for a more professional and responsible approach to how the Island Trust should functions and govern. That sentiment has already been established by the Great Northern Management Consultants report on Trust management and the resulting appeal to the Provincial government [5] to provide guidance to its wayward child. (The Trust was established by the NDP government in 1974).

It would be refreshing if the Islands Trust joined the movement underway in other parts of the world to balance this very important relationship between economic, human, social and ecological factors in providing communities with good governance. It would be only reasonable to vet each policy and action of the Trust to assess how well we are being served according to these four key principles. Our island communities deserve nothing less and its long overdue.

Dennis Perch
South Pender Island

[1] https://www.treasury.govt.nz/publications/tp/living-standards-framework-2021-html

[2] capital - a broad term that can describe anything that confers value or benefit to its recipients

[3] https://islandstrust.bc.ca/ (See opening screen - Special Purpose Government)

[4] über alles - used humorously to describe a perception of being superior to others or having a supreme status when compared to others.

[5] https://www.coastreporter.net/local-news/islands-trust-asks-for-government-review-of-its-operations-5740777

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

Updated May 29 2023

>>>>>>**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/Visioning process * Meeting process (bylaw 101 & policies)
NOT IMMEDIATE and LOWER PRIORITY * management review * info to candidates before election * compensation * recording of negative votes (forward to Executive Committee)	**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)