Governance Committee
Agenda

Date:	Friday, February 23, 2024
Time:	9:00 am - 12:00 pm
Location:	Electronic meeting And a public venue to watch the livestream: Islands Trust 200-1627 Fort Street Victoria, BC V8R 1H8

Brought forward by the Committee from the January 15th meeting.

8. BUSINESS - OTHER

8.1 CAO Hiring

Brought forward by the Committee from the January 15th meeting.

8.2 Ex-officio Role Responsibilities

Brought forward by the Committee from the January 15th meeting.

9. BUSINESS - NEW

10. NEXT MEETING

The next meeting will take place electronically on May 13, 2024 at 9:00 a.m.

11. CLOSED MEETING

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (1)(i) the receipt of advice that is subject to solicitor-client privilege, and that the recorder and staff attend the meeting.

12. RISE AND REPORT

If requested

13. ADJOURNMENT

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

Governance Committee

Minutes of a Regular Meeting

Date:	**January 15, 2024**
Location:	**Electronic meeting** **And a public venue to watch the livestream:** **Islands Trust** **200-1627 Fort Street** **Victoria, BC V8R 1H8**
Members Present:	Judith Gedye, Chair, Bowen Island Municipal Trustee Jamie Harris, Vice-Chair, Salt Spring Island Trustee Joe Bernardo, Gambier Island Trustee Lee Middleton, Saturna Island Trustee Laura Patrick, Salt Spring Island Trustee Timothy Peterson, Lasqueti Island Trustee Kate-Louise Stamford, Gambier Island Trustee Peter Luckham, Thetis Island Trustee and Trust Council Chair (ex-officio) Lisa Gauvreau, Galiano Island Trustee, Islands Trust Conservancy (ex-officio)
Staff Present:	Russ Hotsenpiller, Chief Administrative Officer (CAO) David Marlor, Director, Legislative Services Julia Mobbs, Director, Administrative Services Alexandra Trifonidis, A/Executive Coordinator/Recorder

1. CALL TO ORDER

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

2. AGENDA

2.1 New Items and Re-Ordering of the Agenda

The following item was presented for consideration as new business:

- 9.1 CAO Hiring

Chair Gedye informed the Committee that there would be no in-camera session in today's meeting as the lawyer was not available. Staff await confirmation that they are available for the next meeting in February.

2.2 Approval of Agenda

GC-2024-001
It was MOVED and SECONDED,
that the Committee approve the agenda as amended.

CARRIED

3. PUBLIC COMMENT PERIOD

None.

4. DELEGATIONS

None.

5. CORRESPONDENCE

5.1 Friends of the Gulf Islands Society re: Letter Asking Trustees to Follow the Trust Mandate

Received for information.

5.2 Friends of the Gulf Islands Society re: Letter to trustees objecting to their reinterpretation of the Trust mandate

Received for information.

5.3 Friends of the Gulf Islands Society re: Letter regarding Object Interpretation

Received for information.

Chair Gedye noted the topic of the three items of correspondence directly relates to item *7.4 Communication of Trust Council's Section 3 of the Islands Trust Act Statement* of the agenda.

6. ADMINISTRATIVE COORDINATION

6.1 Draft Minutes of Previous Meetings

6.1.1 Draft Governance Committee Minutes of November 9th, 2023

GC-2024-002
It was MOVED and SECONDED,
that the November 9th, 2023 Governance Committee minutes be adopted as presented.

CARRIED

6.2 Resolutions Without Meeting

None.

6.3 Follow up Action List (FUAL)

Please refer to item 7.1.

Presented for information.

7. BUSINESS - WORK PROGRAM ITEMS

Director Mobbs joined the meeting at 9:15 a.m.

7.1 Work Plan: Priorities Matrix and FUAL – BRF

Chair Gedye clarified the differences between the Governance Committee Priorities Matrix (a guide used for priority setting) and the Governance Committee Follow Up Action List (tracking the actual work of the committee) noting that Islands Trust uses the FUAL procedure for its committees. Trust Council approves the Governance Committee Matrix but does not see the FUAL.

Committee discussion ensued on the following:

- Availability and readiness for a special session at the March Trust Council meeting and the need to discuss with Trust Council the report and the contents of the report before drafting a letter to the province
- Communication to the province on governance issues: what has been done and what work is still pending
- Staff resources: focusing on the corporate planning process and staff review of the governance review
- Discussed definitions of each item under the *Urgent and High Priority* category
- Report and recommendations: Need to talk about the review and the committees feedback on the report at the time of receiving it to gain more clarity on the items and wording/definitions of the items in the matrix

It was MOVED and SECONDED,
that the *URGENT and HIGH PRIORITY* quadrant of the matrix contain the following items:

- Strategic/Corporate Planning/Visioning process and related operational review
- Response to the province
- Meeting process (bylaw 101 & policies)

Discussion ensued on the definitions of the points, the details of the item *Secretariat/hiring in-house legal counsel* and staff resources.

Amendment to the motion:

GC-2024-003
It was MOVED and SECONDED,
that the item *Secretariat/hiring in-house legal counsel – needs research* be added to the *URGENT and HIGH PRIORITY* quadrant of the matrix.

CARRIED

Trustee Peterson called point of order, he did not hear Chair Gedye announce the opposed votes.
The committee re-voted on the amendment.

GC-2024-003
It was MOVED and SECONDED,

that the item *Secretariat/hiring in-house legal counsel – needs research* be added to the *URGENT and HIGH PRIORITY* quadrant of the matrix.

CARRIED

(Trustees Gedye, Stamford, Gauvreau opposed)

(Trustee Patrick abstained)

GC-2024-004

It was MOVED and SECONDED,

that the *URGENT and HIGH PRIORITY* quadrant of the matrix contain the following items:

- Strategic/Corporate Planning/Visioning process and related operational review
- Response to the province
- Meeting process (bylaw 101 & policies)
- Secretariat/hiring in-house legal counsel – needs research

CARRIED

7.2 Discussion on Trustee Compensation – BRF

The Committee discussed if this item should continue to be under the Financial Planning Committees work program (which it is currently under) or be moved to the Governance Committee work program, timeline of when it is to be worked on/implemented was also discussed.

GC-2024-005

It was MOVED and SECONDED,

that Governance Committee request the Financial Planning Committee to transfer its work on policy 7.2.1 to the Governance Committee.

CARRIED

GC-2024-006

It was MOVED and SECONDED,

that the Governance Committee request staff to prepare a report that discusses the potential cost and other elements involved in engaging a qualified independent consultant to review policy 7.2.1 and the trustee remuneration values set out in the policy.

CARRIED

The Committee recessed at 10:55 a.m. and reconvened at 11:10 a.m.

Trustee Patrick left the meeting at 10:56 a.m.

Chair Gedye welcomed new committee member Trustee Gauvreau and new staff person Alexandra Trifonidis.

7.3 Request for Governance Review to Province: Trust Council Review of 2022 Governance Report – BRF

Before she left the meeting, Trustee Patrick left a comment regarding this item for the committee clarifying that the governance review terms of reference specifically said that the legislative change was not part of the review. The governance review is internal. The request for provincial review is external and related to legislative controls.

CAO Hotsenpiller presented the briefing. Discussion ensued on the five key questions in the briefing:

- Potential of creating a subgroup to solely focus on the response to the province
- The need to hear staff and trustees thoughts and feedback on the 15 recommendations in the report before moving forward
- Recommendation for the new council to watch the recording of the March 2022 (previous council) Trust Council session where the report was first presented, as the verbal report includes nuances not mentioned in the written report
- Timeline consideration for providing material to March Trust Council
- Information that should be provided to trustees ahead of March Trust Council
- Feedback to and from the original consultant on the report and work done to date

GC-2024-007
It was MOVED and SECONDED,
that the Governance Committee table the item *Request for Governance Review to Province: Trust Council Review of 2022 Governance Report* and have it put on their next meeting agenda in February.

CARRIED

Trustee Middleton raised a point of order regarding the voting procedure for the ex-officio member.

The Committee discussed if the person in the role of Islands Trust Conservancy ex-officio is eligible to vote or note as the bylaw is unclear, noting that the Trust Council Chair ex-officio is not eligible to vote. This matter, and the committee terms of reference, will be added to the next meeting agenda.

Chair Gedye ruled that the outcome of the vote stands.

Director Mobbs left the meeting at 11:33 a.m.

7.4 Communication of Trust Council's Section 3 of the Islands Trust Act Statement

Chair Gedye spoke to this item noting that the correspondence received at the beginning of this agenda from The Friends of the Gulf Islands Society ties in here.

GC-2024-008
It was MOVED and SECONDED,
that the statement of consensus agreed to by Trust Council on September 23, 2023 regarding section 3 be published in its entirety in a prominent and easily accessible location on the Islands Trust website and that any other summaries or highlight statements on the website be removed.

Discussion ensued on where to place the information on the Islands Trust website with the *About Us<Islands Trust Act* location offered as a suggestion. Communication to the public is going to be considered by the committee under the *Meeting process* item in the *Urgent and High Priority* quadrant of the matrix.

Chair Gedye called the vote.

CARRIED

Trustee Gauvreau left the meeting at 11:59 a.m.

8. BUSINESS – OTHER

None.

9. BUSINESS – NEW

9.1 CAO Hiring

Chair Gedye informed the committee that the first meeting of the Chief Administrative Officer Hiring Committee (CAOHC) has been scheduled. It was noted that four members of the Governance Committee sit on the newly formed Chief Administrative Officer Hiring Committee. The Governance Committee will wait until after the first CAOHC meeting to determine whether their involvement is needed. Chair Gedye asked the committee to send her any thoughts, ideas or input relevant to issues of governance that she will summarize and take to the CAOHC.

For timing sake, this item will be added to the next meeting agenda.

10. WORK PROGRAM

As presented and discussed in item 7.1.

11. NEXT MEETING

The next meeting will take place electronically on February 23, 2024 at 9:00 a.m.

12. ADJOURNMENT

GC-2024-009
It was MOVED and SECONDED,
that the Committee adjourn the meeting at 12:07 p.m.

CARRIED

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Judith Gedye, Chair

Certified Correct:

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Alexandra Trifonidis, Acting Executive Coordinator/Recorder

Minutes are not official until adopted at a subsequent meeting.

Follow Up Action Report

Governance Committee

Activity	Responsibility	Dates	Status
1 Referral from Trust Council, September 2023: THAT Trust Council request the Governance Committee to recommend and draft a request of the Province to review the Islands Trust.		Meeting: 09-Nov-2023 Target: 15-Dec-2023	In Progress

Chief Administrative Officer

Activity	Responsibility	Dates	Status
1 Trust Council requested the Governance Committee review the current method of appointment and the make-up of membership for Trust Council standing committees.	Russ Hotsenpiller	Meeting: 07-Mar-2023 Target: 09-Nov-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.	Russ Hotsenpiller	Meeting: 17-Apr-2023 Target: 09-Nov-2023	In Progress
3 That Governance Committee recommend to Trust Council that it review the Governance Review in 2024 in a specially dedicated session.	Russ Hotsenpiller	Meeting: 09-Nov-2023 Target: 01-Jun-2024	In Progress

Follow Up Action Report

Governance Committee

Chief Administrative Officer

Activity	Responsibility	Dates	Status
4 That Governance Committee request staff to provide an analysis in respect to the Governance Review and report back to the Governance Committee.	Russ Hotsenpiller	Meeting: 09-Nov-2023 Target: 01-Jun-2024	In Progress

Director Legislative Services

Activity	Responsibility	Dates	Status
1 Direct staff that the statement of consensus agreed to by Trust Council on September 23, 2023 regarding section 3 be published in its entirety in a prominent and easily accessible location on the Islands Trust website and that any other summaries or highlight statements on the website be removed.	Clare Frater David Marlor	Meeting: 15-Jan-2024 Target: 31-Jan-2024	Completed

Director, Administrative Services

Activity	Responsibility	Dates	Status
1 Staff to prepare a report that discusses the potential cost and other elements involved in engaging a qualified independent consultant to review policy 7.2.1 and the trustee remuneration values set out in the policy.	Julia Mobbs	Meeting: 15-Jan-2024 Target: 29-May-2024	In Progress
2 Ask FPC to transfer its work on policy 7.2.1 to the GC.	Julia Mobbs	Meeting: 15-Jan-2024 Target: 29-May-2024	In Progress

Islands Trust

Follow Up Action Report

Governance Committee

Director, Trust Area Services

Activity	Responsibility	Dates	Status
1 Direct staff that the statement of consensus agreed to by Trust Council on September 23, 2023 regarding section 3 be published in its entirety in a prominent and easily accessible location on the Islands Trust website and that any other summaries or highlight statements on the website be removed.	Clare Frater David Marlor	Meeting: 15-Jan-2024 Target: 31-Jan-2024	Completed

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

Updated January 16, 2024

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

NOT IMMEDIATE but IMPORTANT	URGENT and HIGH PRIORITY
* Election of Executive Committee * Committees - clear mandates/ size & numbers/ champion proposals to TC * Mandate of Conservancy more prominent * Compensation	* Strategic/Corporate Planning/Visioning process and related operational review * Response to the province * Meeting process (bylaw 101 & policies) * Secretariat/hiring in-house legal counsel - needs research
NOT IMMEDIATE and LOWER PRIORITY * Info to candidates before election * Recording of negative votes (forward to Executive Committee)	**URGENT but LOWER PRIORITY** * Communications * Advocacy (NOTE: these items considered urgent but need more preparation of other policies before effective to deal with)

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 NOR 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 Committee)
* Policy Statement (Trust Programs Committee and Executive Committee)

* **REFERRALS FROM TRUST COUNCIL/OTHER COMMITTEES**
* **TC – Sept 26, 2023.**

Islands Trust

BRIEFING

To:	**Governance**	**For the Meeting of:**	January 15, 2024
From:	**CAO**	**Date Prepared:**	January 8, 2024
SUBJECT:	**Development of a review session for Trust Council of the 2022 Governance Report recommendations**		

PURPOSE: To develop a process and an outline for a session at March Trust Council for trustees to review and discuss the 2022 Governance Report.

BACKGROUND:

Referral from Trust Council, September 2023:

THAT Trust Council request the Governance Committee to recommend and draft a request of the Province to review the Islands Trust.

Governance Committee resolutions, November 2023

That Governance Committee recommend to Trust Council that it review the Governance Review in 2024 in a specially dedicated session.

That Governance Committee request staff to provide an analysis in respect to the Governance Review and report back to the Governance Committee.

Key notes:

GC was handed the project of updating the request to the Minister for a review of the Trust. (minutes of September TC). In so doing, discussion at the November Committee meeting indicated that it is unclear whether the recommendations from the 2022 Governance Report are representative of the current situation, there may be a need to discuss with Trust Council how they wish to refine or change the request. What is working well from Trustees perspective and what needs a legislative change? What are ways to focus the request? (notes from November 2023 GC meeting)

As GC considered how to update the request, discussion turned to the value that might be gained by getting specific feedback from Trust Council on the 2022 Governance Report (notes from November 2023 GC meeting).

In support of that direction, Governance Committee should consider a number of key questions prior to developing a session for Trust Council.

Key questions:

1. **What is the best means of engaging trustees in a review of the Governance Report?**
2. **What information should be provided to trustees in advance of the session, what homework should they undertake?**
3. **What is being asked of trustees,**
4. **What is a preferred outcome for this work?**

5. **How should the session be structured and who should facilitate/moderate it?**

Staff can assist with development of a session outline and process once Governance Committee has answered the questions above or provided other direction. A blank session outline is included here in the form that it would be presented to Executive Committee for approval for the March meeting.

ATTACHMENT(S): Session outline

FOLLOW-UP: A complete session outline will be prepared for approval of Executive Committee. Any requests or direction to trustees prior to the session will be communicated by staff.

Prepared By: **CAO**

Reviewed By/Date: January 8, 2024.

Islands Trust

March 13, 2024

Islands Trust Council

Review of 2022 Governance Report Recommendations

Background: Trust Council is in the process of requesting the Ministry to undertake a comprehensive review of the governance and structure of the Islands Trust. The 2022 Governance Report recommendations are impactful to the request and the 2022-2026 Trust Council has not had the opportunity to review the recommendations as a deliberate body and to provide direction and feedback to either the Governance Committee or in support of the Provincial request.

Purpose: **To identify which recommendations from the 2022 Governance Report have the support of Trust Council and require actions and/or resource allocations, and more generally, what is working well at the Islands Trust and which areas of governance need improvement or updating.**

Resources: Russ Hotsenpiller, CAO

TIME	TOPIC	WHO
	Pending	Pending

BRIEFING

To:	**Governance Committee**	**For the Meeting of:**	February 23, 2024
From:	**CAO**	**Date Prepared:**	February 15, 2024
SUBJECT:	**Draft Analysis of 2022 Governance Review**		

PURPOSE: To receive a draft summary from staff of the recommendations from the 2022 Governance Review in anticipation of development of a Trust Council session to re-consider priorities/adoption.

BACKGROUND: As is well known, Trust Council contracted a Governance Review which was delivered in February 2022. In light of further direction by the current Trust Council to consider a request to the Province for a review of the Islands Trust, Governance Committee has indicated that Trust Council should review the recommendations of the 2022 Governance Review to support and refine its request of the Province. Trust Council has not discussed the recommendations of the Governance Review in a comprehensive manner, either last term or this term.

Notes: This is an overview provided by staff, not a comprehensive analysis. In particular this analysis does not address the organizational/practical implications of adopting any or each of the recommendations; that can be provided in the future. Of note, some of the commentary in the report that is contained in the foreword section up to page 28, did not manifest in a recommendation to Trust Council. Council may wish to consider some of this analysis and bring forward its own recommendations. A few examples:

1. The report indicates that employees of the Trust are not public service employees. The Public Service Agency has indicated that it does consider Islands Trust employees to be employees of the province. This is supported by language in the *Islands Trust Act* (s.17(3)) that clearly states all employees and officers of Islands Trust Council are deemed employees under the *Public Service Act*. Changes to this understanding would be profound, and have a number of important implications for the Trust. There is no direction suggested.

2. The report indicates that consensus decision making is the preferred means of decision making at the Islands Trust. This concept should be carefully considered by Trust Council. As far as staff is aware, none of the other local government institutions in the province that have similar powers, operate by consensus and indeed the voting rules attest to the notion of deliberative decision making.
3. Federal roles vs local roles: The report quite effectively identified this tension as critical to the Islands Trust and *identifies Trust Council as deliberative in its role while LTCs are administrative*. This dynamic should be explored or a recommendation on how to address this tension developed by the Islands Trust. At face value this definition of the relative roles of these bodies would see greater discretion at the federal level while LTCs have a more performative role. This has not been the experience at the Trust where local expression of mandate has predominated the implementation of policy, enforcement and public engagement.
4. Shared understanding of the object and mission of the Islands Trust. Trust Council has recently adopted a statement regarding its understanding of the Object of the Islands Trust. This understanding needs to be continuously considered and incorporated into the Policy Statement during its amendment process.
5. The report indicates that *"There is no comprehensive analysis of the Trust Area's capacity to sustain current population and activity or its ability to accommodate more growth and development in light of climate change and other considerations. The absence of an overarching vision for the Trust Area as a whole, setting out limits to growth measure fur protection of the environment and sustainable strategies for development must be addressed."* This is a significant observation but there are no direct recommendations in the report to address this gap and this may be an area of focus for Trust Council.
6. Methodology: The reporting process is a particular type of report that relies on the experience and opinion of contracted experts for the basis of the recommendations. It is necessarily anecdotal rather than analytical as it relies primarily on interviews with trustees of the day and a limited number of other individuals. While more substantial elements such as surveys or more extensive interviews were considered as part of the reporting process, ultimately budgetary and time factors limited those options. However, subsequent public discourse and discussion within the organization suggests that the report is comprehensive in its recommendations. Further analysis on the recommendations or even development of other governance issues may need to be developed to improve comprehensive operations of the Trust.

Recommendation	Required Action	Notes
Recommendation #1: The most important consideration any new election system must take into account is Trustees' need for a reasonable amount of time before votes are held for the election of Chair, Executive	1. **Legislative Change required.**	• S.20(4) of the Islands Trust Act establishes the timing for election of the Executive Committee • Trustees have received previous advice on this issue, which indicate that a change to legislation is required • Current requirements are the same for Regional Districts

Committee members and other Committee Chairs.		• Could provide a package of info earlier (1 week) to prospective leadership candidates after election and before 1st meeting of Council

#2: The Trust Council should undertake a comprehensive review of its committee structure, with the idea of increasing the number of committees with mandates more focused on the subjects and issues that reflect Trust Council priorities. Frequent use should be made of sub-committees and *ad hoc* committees to address particular topics.	**1. Comprehensive review by Governance Committee**
	2. Recommendations for change to Trust Council
		• Currently listed as NOT IMMEDIATE but IMPORTANT in GC Matrix
		• Certainly an achievable goal, consideration should be given to:
		  ○ The number of committees that already exist at Islands Trust (close to 20) and the additional resourcing that would be needed for more.
		  ○ Overlapping jurisdictions
		  ○ Consider instead increasing Trust Council meetings and reducing the number of Committees, use of Committee of the Whole.
		• Responsibilities that exist with regard to public access to Committee work under Community Charter.

#3: While the number of committees should increase, the number of trustees on committees could be reduced. Membership should strive for some regional balance, and a match of Trustees' interests and expertise with committee mandates.	**1. See above**	• Current process is elective for trustees so if intention is to compel participation a policy change would need to be developed.
#4: Establishment of a governance committee with a mandate to ensure that governance best practices are in place	**1. Complete**	• GC has been established.
#5: Recommendations from committees to Trust Council should be truly "owned" and championed by the committee; actual proposals are likely to have beendeveloped by staff, but the recommendation as to the disposition of the proposal must belong to the committee.	**1. Ongoing**	• Increasing practice of having Committee Chairs provide quarterly updates to Trust Council instead of staff. • Further action as directed by leadership.

#6: Prior to standing for election, Trustee candidates should have the benefit of a briefing that provides a full description of what the job entails.	1. **Amend orientation process during election**	• While there is currently an extensive orientation (1. Trustee workbooks, 2. Computer training, 3. 8 orientation sessions at first 2 meetings) more can be done to address this. • In particular, it is suggested that materials be developed and provided to candidates that fully describe the role and function of the Islands Trust and trustees. Could be provided when individuals are filing their candidate packages.
#7: To help Trustees fulfill their role, post-election briefings and workshops should be held, covering both procedural and substantive matters integral to their duties at Trust Council.	1. **Already in place**	• See notes above, an extensive process is in place but may need refinement. • Review of this practice could be overseen by Governance Committee prior to election.
#8: The Office of Secretary should be staffed with a full-time incumbent, reporting to Trust Council through the Chair of Trust Council.	1. **undetermined**	• role of this individual is already part of job description or responsibility of Chair of Trust Council, Chief Administrative Officer, Director of Legislative Services (appointed Secretary) • unclear as to functional role, examples are mainly administrative, which can be amended readily at the direction of Trust Council, ie. Agendas, minutes, report formats. • Islands Trust, which operates with local government powers like the other 186 local governments in BC, has a 'one employee' system, with staff reporting through CAO. None of the other 186 local has an excluded Secretary role as described, may exist with specialized boards, or at provincial or federal levels. • While Trust Council has an appointment authority, unclear as to whether they have a hiring authority, currently vested, via delegation from the Minister to CAO. If individual is within the Public Service Agency they would then be hired and supervised by CAO, if not, they would likely be deemed a contractor. • Creates 2 administrations within the organization and increases complexity.
#9: Following consultation with the appropriate First Nations, the province should make provision for the	1. **Legislative change required.**	• Deep consideration is required by Trust Council on how long range shared decision making or co-governance is adopted at the Islands Trust.

appointment of First Nations representatives to the Islands Trust Council. This would require an amendment to the *Act.*		This would need to happen before the request is made of the Province as it will provide more robust options than leaving it to the Province. • How would the development of co-governance reflect obligations or direction associated with the Declaration Act?
#10: The province should amend the *Islands Trust Act* to include a provision for the appointment of Trustees by the Governor-in-Council.	1. **Legislative change required.**	• Discussion with the Ministry and development of a rationale for requested change, could be partnered with recommendation 9.
#11: Trust Council should adopt a four- or five- year corporate plan that integrates strategic and financial components, reviewed and updated annually, identifying the initiatives to be undertaken, the corresponding financial resources, along with performance metrics to measure achievement.	1. **Ongoing**	• Trust Council established a Governance Committee who has Corporate Planning as an URGENT AND HIGH PRIORITY. • Sub group of FPC tasked with development of a corporate framework for the Islands Trust. • Trust Council has approved the draft framework. • Currently developing Phase 2. Part 1, Step 4, Determine and prioritize Goals and Objectives.
#12: A communications and engagement function should be established to replace the current advocacy function.	1. **Review of TAS function and realignment of priority**	• Acknowledges a trend at the Islands Trust and need for greater emphasis on communications and engagement. • Listed as an URGENT BUT LOWER PRIORITY on GC Matrix. • A Corporate Communications Strategy has been developed for Trust Council to be presented in March 2024.
#13: A management review should be undertaken to identify measures that will improve alignment of staff to Trust Council, and improve reporting and accountability.	1. **Direction by Trust Council**	• To be undertaken at the pleasure of Trust Council. • Unclear as to status with Governance Committee, was listed as URGENT AND HIGH PRIORITY in January 2024, but was removed as per direction of Committee for February 2024 Matrix. • Consultant would be required.
#14: Without compromising the independence of the Islands Trust Conservancy, necessary for tax and other reasons, take measures to ensure greater sharing of expertise, experience, and resources between	1. **Direction by Trust Council**	• An initial action have been an increase in the frequency of meetings between EC and Conservancy from one a year to quarterly. • Sharing of GIS resources being prioritized.

the Conservancy and other Islands Trust operations.		
#15: Trustees must be reasonably compensated, which means an increase in current compensation levels.	1. **At the direction of Trust Council**	• Reporting has been requested by Governance Committee to further a review of compensation levels for trustees, reports pending.
Appendix A: Land use planning	1. **See attached.**	

ATTACHMENT(S):

FOLLOW-UP:

Prepared By:

Reviewed By/Date:

Summary of Annex 1

Recommendations regarding Land Use Planning service

	Recommendation	Status	Comments
	Bylaws		
1.	1. Reduce the number of OCPs to 14 – one for each of the 13 LTAs, plus one for Bowen Island Municipality.	Not implemented	Rescinding existing Associated Islands OCPs/LUBs would be major projects; and politically challenging as many smaller islands are invested in their bylaws; but some benefit from modernizing bylaws. The recommended approach is to consider amalgamation of bylaws by opportunity where Associated Islands' bylaws are either identified for review or as part of major OCP review of the primary OCP. The focus should be on updating outdated OCPs for larger islands.
2.	2. Use the same format and content for all OCPs, recognizing that some may be much longer and more detailed than others, depending on the LTA. It is noted that an OCP template is being prepared by LPS that should resolve this issue.	On-going	Regional Planning Team has developed a draft model OCP format. There has long been a model LUB that is used for new LUB projects and which is also being reviewed and updated by Regional Planning Team
3.	3. Start at least two OCP reviews each year until they are all updated. Bowen Island Municipality can begin its review independent of the OCP review process for the LTAs since it will be using its own staff resources rather than those of LPS.	On-going	The Gabriola OCP and LUB are proposed for a full review starting in April '23. Other full reviews to follow.
4.	4. Give priority to those LTAs experiencing the most growth and change.	On-going	An assessment of growth and other development issues has been included as a criteria for RPC prioritization of Major Projects. Implementation will be dependant on Council and committees prioritizing projects for those LTAs.
5.	5. Complete each OCP review within a maximum of two years of being started. Some can likely be completed within a shorter timeframe.	On-going	The draft model timeline for Major Projects being developed by the RPT proposes a 2 year timeline for major projects, along with a 'year 0' for issue identification, project initiation, scoping and development and approval of a business case. Full implementation will be dependant on the willingness of LTCs to complete reviews within the timeline.
6.	6. Target five years for the completion of the entire process, especially given that two OCPs are relatively recent (Ballenas-Winchelsea Islands and Hornby Island) and do not need a comprehensive review and two others (Lasqueti Island and Gambier Island) are in the midst of comprehensive reviews. If that overtaxes LPS staff resources, outside planning assistance can be sought, which is common for OCP reviews, especially the public engagement component since that can be particularly time-consuming.	Not Implemented	Five years is unrealistic to update all OCPs, however not all OCPs need a complete review. RPC and LTCs could identify several OCPs for priority, with others to follow upon completion of the Islands Trust Policy Statement review.
7.	7. Apply the same public engagement processes for each LTA as part of the OCP updates, with clearly defined steps, engagement methods, expected outcomes, timelines, etc	On-going	The Regional Planning Team has developed a model project timeline, identifying key milestones for a typical Major Project. Further specific work is on developing a detailed, standard engagement process is on-going.

	Land Use Bylaws		
8.	1. Reduce the number of LUBs / zoning bylaws to, if possible, match the recommended number of OCPs.	Not implemented	See one above.
9.	2. Use the same general format and content for all the LUBs.	Implemented	A model LUB is used for new LUBs. RPT will continue to work on reviewing, updating and expanding the model LUB as new LUBs are completed.
10.	3. Create more consistency among the LUBs for topics such as definitions and general regulations.	Implemented	Common definitions are included in the model LUB. General Regulations format is in the model LUB.
11.	4. There are two options for updating the LUBs: ▪ Undertake concurrently with the OCP updates. ▪ Undertake immediately after the OCP updates	On-going	Where feasible, OCPs and LUBs may be reviewed concurrently. Where OCPs are completed, LUBs should be updated as soon as possible following completion of OCP.
	Model Bylaws		
12.	1. Determine why the LTCs are not adopting the model bylaws. Either the bylaws are relevant and there is no compelling reason why they should not be adopted by most LTCs or they are largely irrelevant and should not have been prepared to begin with.	On-going	Use of model planning bylaws should be limited and only undertaken by RPT where there are more than one LTC identifying a topic as a priority. Preference is to undertake pilot projects, coordinate projects, or develop expertise within the RPT, rather than develop model bylaws. However, model bylaws are well suited for administrative bylaws.
13.	2. Explore ways to encourage all LTCs to adopt the same fees. Trust Council has some control over the matter. For example, if an LTA is collecting lower fees, the amount of LPS staff time allocated to the LTA could be reduced.	On-going	All but two LTCs have adopted the recently updated model fees bylaw.
	Compliance and Enforcement		
14.	1. Consistently apply bylaw enforcement in all the LTAs, both by Islands Trust Compliance and Enforcement and the regional districts.	On-going	Review of bylaw enforcement practices being considered by Trust Council, with Ombudspersons office to provide an initial review
15.	2. Review Compliance and Enforcement staff resources to determine if more are required as part of consistently applied bylaw enforcement and/or if some reorganization is needed.	On-going	Review of bylaw enforcement practices being considered by Trust Council
16.	3. Improve communication and cooperation between Islands Trust Compliance and Enforcement and some of the regional districts.	On-going	Review of bylaw enforcement practices being considered by Trust Council
17.	4. Create more public awareness of the respective roles of Islands Trust and the regional districts in dealing with bylaw issues.	On-going	Review of bylaw enforcement practices being considered by Trust Council

18.	5. Increase the follow-up by staff on permits issued to ensure compliance	Implemented	Planning staff currently monitor TUP and DP where there are specific conditions.
	Planning Projects		
19.	1. Local planning projects should be considered, along with all other Islands Trust initiatives requiring the allocation of financial and human resources, in the context of an annual multi-year strategic and financial plan. The number of projects approved should correspond to the resources available to implement them.	On-going	The number of Major LTC projects should be limited to those that can be resourced by the Regional Planning Team. Over the longer term RPC should re-consider on-going Major Projects for LTCs that are not adhering to project timelines.
20.	2. Establish criteria to guide selection of the projects to be undertaken, including an evaluation process that determines priorities on the basis of need and regional equity.	On-going	Evaluation criteria has been drafted by the RPT and presented to RPC, the criteria will be provided to RPC to assess future proposed Major LTC projects. The evaluation criteria should be reviewed and adjusted over time.
	Development Applications		
21.	1. Delegate the issuance of most, if not all, development permits to staff	On-going	Two LTCs have adopted delegation bylaws (GL and SS), both have high volumes of DP. The two to three other high volume LTCs should be encouraged to adopt delegation bylaws.
22.	2. Determine what constitutes minor DVPs and prepare a model bylaw that can be adopted by each LTA.	On-going	Staff will be reporting on options for delegation of minor DVPs
23.	3. Review the current development application fees and how they are applied to ensure appropriate cost recovery.	Implemented	Fees have been reviewed by RPC, most LTCs have adopted a new fee bylaw.
	Organization		
24.	1. Move the Northern team office to Nanaimo, but retain an office on Gabriola Island open regular hours and staffed on a rotating basis by one planner.	Not Implemented	May be considered upon expiry of current lease
25.	2. Reduce the siloing by having regular meetings between the planning teams to share information and ideas. This can be more easily accomplished now that many meetings have moved to video conference platforms.	Implemented	Cross-office planning teams have been implemented: - Regional Planning Team: 3 planners have been assigned, one based in each office, meet regularly and are supported by one RPM - Current Planning team: 4 planners based in the 3 regional offices have been assigned to the current planning team, supported by an RPM and meet regularly
	Staff Resources		
26.	1. Reduce the amount of planning staff time spent at meetings by allowing them to attend more meetings via video	Implemented	Assigned Island Planner still attends regular LTC meetings, other planners join by zoom for specific items. Potential for

	conferencing, even when there is a return to more face-to-face meetings.		Island Planners to attend some meetings remotely with addition of meeting admin position
27.	2. Planners should not be participating in meetings as de facto corporate officers. Their role should be focused on planning matters.	Not Implemented	Remains an issue
28.	3. Move the Northern offices to Nanaimo, but retain an office on Gabriola Island open regular hours and staffed on a rotating basis by one planner	Not Implemented	See above
29.	4. Review the current training and orientation program for new planning hires. The input of the planners hired in the past several years, as well as the staff involved in the exit interviews, should be sought as part of this process.	On-going	Orientation for new planner hires is being expanded. Specific training and mentoring is being provided to the Current Planning Team, who are typically less experienced planners.
	Planning Reports		
30.	1. Standardize the format and style of the planning reports	On-going	There is currently a single staff report template. Current Planning Team will be considering developing specific, shorter templates for various application types.
31.	2. Planning reports should generally be shorter. An executive summary should be included for any report longer than six pages that gives the decision makers the critical information. That means telling them what they need to know in making a decision, not simply summarizing topic headings. The reports can also put more of the details, where they are needed, into attachments rather than the main body, where they clog the flow of important information.	On-going	Current Planning Team will be considering developing specific, shorter templates for various application types. Expanded use of checklist attachments.

BRIEFING

To:	**Governance Committee**	**For the Meeting of:**	February 23, 2024
From:	**CAO**	**Date Prepared:**	February 15, 2024
SUBJECT:	**Update on Corporate Planning Process**		

PURPOSE: To provide Governance Committee with an update on the corporate planning process.

BACKGROUND: Staff will provide an overview of the progress on the corporate plan, with specific emphasis on the upcoming session planned for Trust Council, that being Phase 2, Part 1, Step 4….determining Goals and Objectives.

CORPORATE PLANNING PROCESS ROADMAP	TIMELINE	NOTES
PHASE 1: Assess the Environment (SWOT)	**June 2023**	**Occurred in June**
PHASE 2: Develop a Term Strategic Plan Part 1 – Direction & Goal Setting Step 1: Determine the Vision Step 2: Understand the Mission/Mandate Step 3: Determine Values	**September 2023**	**Trust Council is in the process of developing a vision and seeking agreement on the mission of the Trust**
Step 4: Determine & Prioritize Goals & Objectives	**September 2023** **to** **June 2024**	**Analysis and policy development** **Part 1.4 through Phase 3 is significant and would be the next tasks in plan development.** **New concept, needs to be developed by staff.**
Part 2 – Strategy Implementation Step 1: Determine actions to achieve objectives Step 2: Prioritize actions & Assign Responsibilities		
PHASE 3: Develop Departmental Plans to support strategies and financials		
PHASE 4: Develop the Annual Budget & Long-Term Financial Plan	**August 2024 to March 2025**	**1. Relevant policies and planning needs to further**

Step 1: Review Background Documents Step 2: Budget Submissions Step 3: Draft Annual Budget & Draft Financial Plan Step 4: Senior Management Review Step 5: Financial Planning Committee Review Step 6: Trust Council Review Step 7: Public Feedback & Consultation with Municipalities Step 8: Financial Planning Committee Review Step 9: Trust Council Approval Step 10: Financial Plan Bylaw Submission to Minister		**integrate projects and financials** **2. By the end of June the Corporate Plan process and framework, with policies, would be ready to be implemented for the 2025 budget cycle.**
PHASE 5: Monitoring, performance management and risk assessment	**Post March 2025**	**3. New process needs development**

ATTACHMENT(S): None

FOLLOW-UP:

Prepared By: **CAO**

Reviewed By/Date: Thursday February 15, 2024.