Governance Committee
Agenda

Date: Monday, May 29, 2023
Time: 9:00 am - 12:00 pm
Location: Electronic meeting, Public venue
Islands Trust
200-1627 Fort Street
Victoria, BC V8R 1H8

7.2 Visioning Exercise for September Trust Council

EC-2023-056

It was Moved and Seconded,

That Executive Committee work with the Governance Committee and Corporate Planning working group (Financial Committee) to determine a visioning exercise for Trustees for September Trust Council and, request the Governance Committee add this to their agenda for May 29th.

CARRIED

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

8. BUSINESS - OTHER

9. BUSINESS - NEW

10. WORK PROGRAM 23 - 23

1. Review of program

2. Reporting process and format to Trust Council.

11. NEXT MEETING

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

12. CLOSED MEETING (scheduled)

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.

13. RISE AND REPORT

14. ADJOURNMENT

Governance Committee
Minutes of Meeting

Date:	**April 17, 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**
Staff Present:	**Russ Hotsenpiller, Chief Administrative Officer (CAO)** **David Marlor, Director, Legislative Services (DLS)** **Lori Foster, Executive Coordinator/Recorder**
Members of the public present:	**There was one member of the public attending electronically**

1. CALL TO ORDER

At 9:01 a.m., Chair Gedye called the meeting to order and gave a First Nations land acknowledgement.

2. AGENDA

2.1 New Items and Re-Ordering of the Agenda

At Correspondence add:

- 5.1 S. Wright re: Governance Committee letter dated April 8, 2023

Reorder items under 7. Business – Work Program Items as follows:

- 7.5 to 7.1;
- 7.2 do not move
- 7.6 to 7.3
- 7.3 to 7.4
- 7.1 to 7.5
- 7.4 to 7.6

2.2 **Approval of Agenda**

GC-2023-017
It was Moved and Seconded,
That the agenda be approved as amended.

CARRIED

3. **PUBLIC COMMENT PERIOD** - None
4. **DELEGATIONS** – None

5. **CORRESPONDENCE**

5.1 **S. Wright re: Governance Committee letter dated April 8, 2023**

Received for information.

6. **ADMINISTRATIVE COORDINATION**

6.1 **February 10, 2023, Governance Committee draft minutes for adoption**

GC-2023-018
It was Moved and Seconded,
That the February 10, 2023, Governance Committee draft minutes be adopted as presented.

CARRIED

At 9:07 a.m., Trustee Middleton joined the meeting.

6.2 **Resolutions Without Meeting –** None

6.3 **Follow up Action List**

Received for information.

7. **BUSINESS - WORK PROGRAM ITEMS**

7.1 **Work Program and Priorities Matrix**

The Governance Committee discussed the proposed Governance Priorities Matrix as presented in the agenda package regarding organization of the Governance Report recommendations and communication of its work program to Trust Council. While not in the "standard" or regular form, the committee discussed the Governance Priorities Matrix to be a living document.

7.2 **Open/Informal Meeting Protocols – Discussion**

Chair Gedye spoke to receipt of informal information from staff and emails she circulated to committee members regarding this topic.

Discussion regarding best practices for democratically elected organizations followed referencing the Community Charter (Section 93), the Local Government Act and Islands Trust meeting procedures Bylaw No. 101.

Comments followed on:

- The open meeting rule and limiting deviation from it,
- What is the method of conducting business and how can this be varied,
- Interpretation of "committee(s)", what is a working group,
- Specify problems that working groups have encountered.

GC-2023-019
It was Moved and Seconded,
That the Governance Committee request 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.

CARRIED

7.3 Section 3 Islands Trust Act – Discussion

Chair Gedye referenced the Governance Report and its recommendations regarding the Islands Trust Act.

Discussion followed regarding:

- Having conversations about different values and a way to work through them,
- Definition of "unique amenity" and protecting the environment.

By general consent, the Governance Committee moved to a Closed Meeting (item 12).

12. CLOSED MEETING

At 10:24 a.m., the meeting was closed to the public.

GC-2023-020
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 receipt of advice that is subject to solicitor-client privilege and that staff be invited to remain in the meeting.

CARRIED

At 10:52 a.m., the meeting was reopened to the public then recessed for a five-minute break.

Chair Gedye reconvened the meeting at 10:58 a.m. and continued with item 7.3 Section 3 Islands Trust Act – Discussion.

7.3 Section 3 Islands Trust Act – Discussion

At 11:01 a.m., Trustee Patrick rejoined the meeting.

Discussion ensued regarding the legal opinions received.

GC-2023-021
It was Moved and Seconded,
The Governance Committee request 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.

CARRIED

7.4 Trustee Middleton re: General Council – Discussion

Trustee Middleton spoke to investigating this item further as one of the recommendations in the Governance Report as shown in the Governance Priorities Matrix under "Not Immediate but Important" and the the name General Council be considered for this role as a secretary with legal experience.

7.5 Financial Planning Sub-Committee receipt of draft Corporate Plan – Briefing

GC-2023-022
It was Moved and Seconded,
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.

CARRIED

It was discussed that Trustees Boland and Evans and, Director Mobbs attend the next Governance Committee meeting to present the continuing work of the Financial Planning Committee working group.

7.6 Referrals to Governance Committee – Review

Discussion ensued regarding what work is being directed to this committee from other committees and consideration of how to manage referrals.

The following items were received:

1. Recording of negative votes in minutes (discussion at March Trust Council) – add to the bottom left corner of the Governance Priorities Matrix,

2. Review the current method of appointment and the make-up of membership for Trust Council standing committees - see CAO FUAL item #1 (already in the Matrix under "Not immediate but Important".

8. BUSINESS – OTHER - None

9. BUSINESS – NEW – None

10. WORK PROGRAM

GC-2023-023

It was Moved and Seconded,

That the Governance Committee add to the Work Program by adding the following to the Top Priorities List:

- Section 3. Islands Trust Act/mandate
- Strategic/Corporate Planning process
- Meeting process (Bylaw 101 & policies)

CARRIED

GC-2023-024

It was Moved and Seconded,

That the Governance Committee add the following to the Projects List:

- Election of Executive Committee
- Representational differences
- Committees - clear mandates/ size & numbers/ champion proposals to Trust Council
- Mandate of Conservancy more prominent
- Secretariat - needs research
- Management review
- Info to candidates before election
- Compensation
- Communications
- Advocacy

DEFEATED

GC-2023-025

It was Moved and Seconded,

That the Governance Committee report out to all trustees its Governance Priority Matrix after every meeting of the Governance Committee.

CARRIED

11. NEXT MEETING

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

12. CLOSED MEETING

Addressed after item 7.3.

13. RISE AND REPORT – None

14. ADJOURNMENT

GC-2023-026
It was Moved and Seconded,
That the meeting be adjourned at 12:15 p.m.

CARRIED

____
Judith Gedye, Chair

Certified Correct

____
Lori Foster, Recorder

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: 27-Jun-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: 29-May-2023	In Progress

Islands Trust

Print Date: May 23, 2023

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: 29-May-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: 29-May-2023	In Progress
5 Add to GC May 29th agenda re: that GC work with EC and FPC subgroup to determine a visioning exercise for trustees at September TC.	Russ Hotsenpiller	Meeting: 03-May-2023 Target: 29-May-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: 29-May-2023	In Progress

Follow Up Action Report

BRIEFING

To:	Governance Committee	**For the Meeting of:**	May 29, 2023
From:	FPC Working Group	**Date Prepared:**	May 24, 2023
SUBJECT:	**DRAFT Corporate Planning Process**		

PURPOSE:
To provide an update on the FPC working group's progress in drafting an Islands Trust corporate planning process for the Governance Committee.

BACKGROUND:
Since the Governance Committee reviewed the initial draft of a strategic approach to corporate planning at the Islands Trust, the FPC working group has met and refined its understanding of the request made of them to draft a high-level corporate planning process or roadmap for Islands Trust. In light of this new understanding, a revised document has been drafted related to this work. This revised document is still a draft in progress by the FPC working group and is not yet complete. Items for continued update include the following:

- Inclusion and strengthening of key definitions to facilitate conversation during review and implementation of the corporate planning process (for example: clarifying what a strategic plan is versus a corporate planning process)
- Inclusion of images to support understanding of key concepts and intersections of various activities in the process
- Inclusion of examples from other organizations to solidify understanding of desired outcomes from specific steps in the process
- Inclusion of general timelines to support implementation of the corporate plan in the Islands Trust context
- Inclusion of details outlining information and data is required at various steps in the process to support the goals of the individual step and the overall plan.
- Increased detail and explanation of work associated with steps in Phase 4 of the plan, developing the annual budget and long-term financial plan.
- Gathering of feedback from senior management staff to ensure potential pressure or problem points are identified and addressed.

ATTACHMENT(S):

1. **DRAFT Corporate Planning Process Outline_V2**

FOLLOW-UP: The FPC working group will continue to refine the draft and ensure the determined roadmap fits into the Islands Trust context and is easily understood.

Prepared By: Director, Administrative Services
Reviewed By/Date: Chief Administrative Officer/May 24, 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 on an annual basis. This draft corporate planning process document seeks to incorporate the elements of both.

PHASE 1: Understand the Context (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 resources such as the existing strategic plan, legislative monitoring reports, census data, 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, examining 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 each term.

- 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 create a clear high-level description of a preferred future within specific thematic areas. While grouping of goals into thematic areas is not a requirement, doing so can bring focus to objective setting, and help to identify synergies in individual plans.

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 may 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. Options brought forward will include high-level information to support decision making, including estimated option timelines, financial and human resourcing.

- 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 and/or benchmarks 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.

Staff will report to Trust Council the progress made against their respective workplans on a quarterly basis, which will ensure Council has current information to support decision making throughout the year and at the time of budget and financial plan development.

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.

- <u>Step 1: Review Background Documents</u>

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).

- Step 2: Trust Council sets Budget Assumptions, Principles, & Guidelines

Trust Council will set assumptions, principles, and guidelines to guide staff and the Financial Planning Committee in the preparation of the draft budget. Assumptions mights include things such as cost increases for inflation or changes in service levels. Principles might include things such as a commitment to prioritise planned or ongoing strategic initiatives above new work unless specific criteria are met. Guidelines might 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 years 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 3: Budget Submissions

a) ITC Board and Local Trust Committee Funding Requests

The Islands Trust Act determines that 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 has made specific plans for. The ITC Board and LTCs may submit funding requests to Trust Council (via the FPC) for work they wish to undertake that may not be contemplated in Trust Council's strategic implemenatation plan. Supporting these requests financially is at the discretion of Trust Council who is responsible for the annual budget allocations and approval.

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 in a year where Trust Council has made the assumption that no changes will be made to existing staffing levels.

Departmental financial plans will include operating expenses as well as 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 and risk analysis of the proposed action/project
- Staff resourcing associated with the proposed action/project

- A full project timeline for the proposal, identifying key milestones
- Alternative options for consideration
- Estimated costs

- Step 4: 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 and to the budget assumptions, principles, guidelines document to ensure compliance.

The Director, Administrative Services, and Chief Administrative Officer review the budget and draft financial plan with the senior management team prior to submitting to the Financial Planning Committee for review.

- 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. They will approve putting the current draft budget to public consultation, at their discretion.

- 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 & Submission of Financial Plan Bylaw to Ministry

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

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

Updated April 17, 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 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)