



Policy:	6.2.1
Approved By:	Trust Council
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Policy Holder:	Chief Administrative Officer

PRIORITY SETTING/REVIEW GUIDELINES

Purpose

1. To outline priority setting and review, within the Islands Trust's strategic planning function.
2. To focus political and administrative attention, in a results-oriented fashion, to the realistic pursuit and achievement of the Trust's policies and organizational strategic plans, long term goals, objectives and current issues/opportunities.
3. To provide a basis for budgeting, resource allocation and work programming decisions by the Trust's political bodies and management.
4. To monitor, adjust and evaluate the Trust's progress toward and achievement of performance targets.

A. Definitions

Action Plan - an outline of activities, considerations and resource requirements to implement a specific strategy.

Organizational Units - the following specific bodies of the Islands Trust which have some form of direction-setting authority including political units: Trust Council, Local Trust Committees (13), Council Committees (3), and Executive Committee; and the Management Unit: Directors and the Chief Administrative Officer.

Priorities - matters which have been assessed as being of key importance for response.

Priorities/Strategies Report - the summary document of the Islands Trust's structural units' endorsed strategies to respond to key priority areas in pursuit of the Trust's identified policy statements, policies, goals, objectives and current issues/opportunities.

Strategy - a preferred course of action among alternative responses to respond to and/or implement a priority.

Work Programs - the working document of specific organizational units of the Trust outlining their key priorities and listing of future topics to be considered.

B. Policy

1. Priorities/Strategies Report

- 1.1 The priorities/strategies report summarizes the top priorities of the Islands Trust's various structural units work programs:
 - 1.1.1 the Executive Committee;
 - 1.1.2 each of Trust Council's committees;
 - 1.1.3 the Islands Trust's 13 local trust committees as follows:
 - a. up to one active minor project at a time per Local Trust Committee other than Salt Spring Island;
 - b. Salt Spring Island is allotted a minimum of three active projects; and
 - c. a list of major and extraordinary projects will be identified through the Trust Council budget process. This list would generally reflect rotational OCP amendment projects for LTCs so that the Islands Trust can begin to update all of its long range planning documents.
 - 1.1.4 the Islands Trust Conservancy Board.
- 1.2 The top priorities of an organizational unit must be those of the Trust Council's top priorities that fall within their terms of reference.
- 1.3 At each quarterly Trust Council meeting, the Trust Council will review and update the report based on recommendations from the above organizational units via the Executive Committee in consideration of management's advice.
- 1.4 The Chief Administrative Officer is responsible for coordinating the priority setting/review process.
- 1.5 The Executive Committee is responsible for monitoring and reviewing the priority setting/review process.

2. Work Programs

- 2.1 Each of the Trust's organizational units is required to develop and maintain a work program to reflect:
 - 2.1.1 those items which it has identified;
 - 2.1.2 items referred to it by Trust Council;
 - 2.1.3 those of Trust Council's top priorities that fall within its terms of reference.
- 2.2 Work program priorities of each organizational unit including activities, responsibilities, targets and status must be reported to Council on a quarterly basis.

- 2.3 Work program processes are coordinated by designated staff in consultation with the appropriate chair.
- 2.4 Concerns regarding local planning team work programs are to be addressed first by the regional planning manager, the Director of Local Planning Services and then by the Regional Planning Committee, if required.
- 2.5 Concerns regarding all other work programs are to be addressed by the Chief Administrative Officer and then the Executive Committee, if required.

3. Action Plans

- 3.1 Action plans for the implementation of specific strategies may be prepared and/or requested, as necessary, to enhance decision-making.

4. The Process

- 4.1 On a quarterly basis, all organizational units are required to submit to the Chief Administrative Officer their current work programs with their top priorities provided on page 1 of this document.
- 4.2 The Chief Administrative Officer will consolidate the top priorities of each organizational unit into the Priorities/Strategies Report for review by the Executive Committee.
- 4.3 The Executive Committee will present a Priorities/Strategies Report; a consolidation of each operational unit's priorities with a recommendation at each quarterly Trust Council meeting.
- 4.4 At the September quarterly Trust Council meeting, Council will conduct a major review of the Priorities/Strategies Report, in particular its top priorities, as the basis for the annual budget process.
- 4.5 Any organizational unit may, at any time, make a recommendation to Trust Council at its quarterly meeting, via the Executive Committee, for reconsideration and/or change to Trust Council's top three priorities.

C. Legislated References

Islands Trust Policy 6.7.1 *Work Program, Follow-up Action Lists and Priorities Chart*

D. Attachments/Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

n/a