
SCOPE OF WORK: GOVERNANCE AND MANAGEMENT REVIEW OF THE ISLANDS TRUST

Governance and Management Review Select Committee

January 25th 2021

Note: This document is a clean copy incorporating the last set of revisions provided by the committee member who last reviewed the document. It is a draft and the changes herein have not yet been approved by the Committee. The draft will be discussed at Committee and finalised through a further collaborative edit process.

The background section of this document will be when finalised included in the BC Bid RFP template. The section of this document titled Scope of Work will be inserted into the Project Scope section of the BC Bid RFP template when complete

DRAFT – WORKING DOCUMENT

Table of Contents

3.2 Background3

 Current Governance Structures 4

 Current Management and Organizational Structures..... 6

3.3 Scope7

 Objectives of the Review 7

 Governance 8

 Advocacy 9

 Planning 9

 Deliverables 10

 Exclusions 10

 Resources:..... 11

 Timeline 11

3.2 Background

The Islands Trust was uniquely empowered in 1974 by the Province with the *Islands Trust Act* with the following mission, known as the Trust Object:

“to preserve and protect the trust area and its unique amenities and environment for the benefit of residents of the trust area and of the province generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the Government of British Columbia”.

This mandate makes the Islands Trust responsible for protecting the unique nature and amenities of 13 major islands and more than 450 smaller islands and the surrounding waters in the Salish Sea. The Trust Area covers about 5,200 square kilometres of land and water and is home to over 25,000 people, with a further 10,000 non-resident property owners. The 13 major island groupings in the Trust Area, which encompass the surrounding smaller Islands, are called:

Bowen Island Municipality	Mayne Island
Denman Island	North Pender Island
Gabriola Island	Salt Spring Island
Galiano Island	Saturna Island
Gambier Island and Keats Island	South Pender Island
Hornby Island	Thetis Island
Lasqueti Island	

The Trust regulates local land use, manages a trust fund of land and other assets, and works with other levels of government.

The Islands Trust is a federated body. In 1977, changes were made that established the forerunner to today's structure (i.e., land use planning authority was transferred from Regional Districts to the Islands Trust committees). Further changes to the administrative governance of the Islands Trust were made in 1989 establishing Trust Council and the Executive Committee as we have today. These administrative governance changes aside, fundamentally the Trust has not conducted an independent comprehensive review since its formation. The Stantec report in 2007 and subsequent staff response analyses provided some review of governance and management; however, it focused on a specific function of the Trust - delivery of local planning services, and thus was not at the comprehensive scope of this review. **The Islands Trust Council seeks strengthen the Trust by identifying what we do well and how we might improve in relation to our preserve and protect mandate.** See: <http://www.islandstrust.bc.ca/trust-council/governance/internal-reviews/> for further information.

In September 2019, Trustees voted to propose a review through the Auditor General for Local Government their Council meeting. The office of Auditor General for Local Government no longer exists; however, the desire of Trustees to review present performance remains. As the Trust currently engages in a Trust Policy Statement review and consultation on its guiding policies, Trustees also want to inform next steps for better governance and management in two ways:

1. benchmark where we are now; and
2. provide guidance for potential improvements.

Current Governance Structures

The **Trust Council** (TC) is a corporate entity comprised of the 24 locally elected island trustees and two municipal trustees elected on Bowen Island.¹ Trust Council is responsible for establishing the general policies for carrying out the object of the trust and financial management of the trust organization. It excludes the financial management of the Trust Fund which is managed by the Islands Trust Conservancy (see below). Trust Council's responsibilities include:

- Adopting an annual budget, including the Islands Trust Conservancy budget,
- Developing and adopting a Strategic Plan for each four-year term of Council,

¹ The two trustees elected on Bowen Island are part of municipal council elections and elected to Bowen Island Council.

- Adopting a Trust Policy Statement bylaw that provides policy direction to Local Trust Committees on carrying out the Trust Object,
- Hearing appeals of Executive Committee decisions on local trust committee bylaws, establishing a hiring committee to appoint the Chief Administrative Officer, and auditors (both delegated to Executive Committee),
- Filing an annual report to government,
- Engaging in advocacy, education and collaboration with First Nations, other levels of Government and non-government agencies.
- Establishing council and special committees (i.e. Regional Planning Committee, Trust Programs Committee and Financial Planning Committee),
- Establishing administrative policies and bylaws, and
- Appoint officers and other employees (though this may and has been delegated to the executive committee)

The **Executive Committee** (EC) comprises the chair and three vice-chairs, all of whom are elected by and from the 26 members of Trust Council. The Executive Committee is responsible for:

- Carrying out the daily business of the trust,
- Approving bylaws proposed by local trust committees, and
- Acting as a local trust committee for that part of the trust area not in a local trust area jurisdiction or municipality.

To assist in the work of TC **three standing committees have been created**: the Financial Planning Committee (FPC), the Regional Planning Committee (RPC), and the Trust Programs Committee (TPC). Each committee has a chair and vice-chair, elected from and by the membership of the committee.

Local Trust Committees (LTC) are separate corporate entities from the Trust Council comprised of two locally elected Trustees for each of the 13 islands and one member of the Executive Committee appointed as chair of that LTC. Each LTC is responsible for carrying out a function of local government powers (i.e., land use bylaws) as set out in the Local Government Act and Community Charter to meet community need and for ensuring proposed land use bylaws are consistent with carrying out the Trust Object. Local Trustees are also members of the Trust Council.

The **Bowen Island Municipality** (BIM) is a municipality and is located in the Trust Area. As such it provides its own planning services and other municipal services. The extent to which Trust Council governs Bowen Island is limited to reviewing and approving changes to Bowen’s Official Community Plan to ensure those changes are consistent with the Trust Object. Bowen Island participates on all decisions of Trust Council through the two municipal councillors sitting as trustees on Trust Council.

The **Islands Trust Conservancy** (ITC), a conservation land trust corporate entity, is for all purposes an agent of government. The ITC is comprised of one member of the Executive Committee, two persons elected by and from the members of Trust Council and up to three members appointed by the Minister. The ITC is responsible for:

- Adding to the land portfolio of the conservancy as funds permit,
- Managing the property of the conservancy,
- Preparing a conservancy plan,
- Preparing a budget for Trust Council, and
- Filing an annual report to government.

Trust governance is exercised through a committee structure (Trust Council, Executive Committee, Standing Committees and Local Trust Committees) which then interface with management through various governance tools: a Strategic Plan, budgetary oversight, and at the local level through the passing of bylaws and land use applications.

Current Management and Organizational Structures

The **Chief Administration Officer** (CAO) is responsible for overseeing the operation of the Islands Trust. The CAO is hired by a committee comprised of the EC and the chairs of the three standing committees. The CAO is the only employee hired by the Council – known in governance terms as the ‘the single employee’ model . The Trust employs over 55 staff who are located at three locations: Victoria (headquarters), Salt Spring Island and Gabriola Island. Roughly two-thirds of the staff work from the Oak Bay (Victoria) office and the remaining third split between Salt Spring and Gabriola.

Staff within the Islands Trust work within three units: Regional Planning Services, Trust Area Services, and the ITC; however, ITC is not included in this review.

Staff of the **Regional Planning Services** (RPS) support Local Trust Committees directly and work on a few Trust-wide projects. Planning staff provide research and expertise as well as record keeping and

administrative support. They support local Trustees in making community-based land use decisions through bylaws, land use applications, resolutions and regularly scheduled business meetings. Planning staff also support the Regional Planning Committee. Approximately three quarters of the Islands Trust budget is dedicated to deliver planning services to the 13 LTCs.

Trust Area Services (TAS) staff are located in the Victoria office and support all committees and the Islands Trust Conservancy. TAS is responsible for advocacy, inter-government relations, Trust-wide communications, and grants administration. Advocacy work covers a broad range of topics, concerning forest and marine environmental protection, opposing anchorages, supporting improved internet access, reconciliation, improved BC Ferry service and lower fares and pursuing climate change mitigation and adaptation strategies, to name just a few.

3.3 Scope

Objectives of the Review

This review of the governance, management and operational structure will focus on the effectiveness of three key elements:

1. governance in determining the strategic direction of the organization,
2. planning services, and
3. advocacy activity.

To clarify, in respect of this review Governance represents the policies and processes by which the work of the organization is directed and managed, not the framework of the legislation which enables the authority and limitations on authority of the organization.

Effectiveness will be measured against the abilities of the aforementioned three elements to meet the Trust Object. To this end, benchmarks of performance need to be assessed as to their efficacy to determine their adequacy, potential for improvement and to allow for baseline measurements against which future performance can be gauged.

The successful proponent will:

- Review the Islands Trust’s organizational structure and evaluate how effective and efficient it is in carrying out the Trust mandate (i.e., Section 3 of the Islands Trust Act²).
- Identify areas of strengths and weaknesses with recommendations how the organisation can become more efficient and effective in carrying out its mandate by specifically examining:
 - Planning processes and deliverables;
 - Advocacy processes and deliverables;
 - Whether appropriate measures exist to gauge how well the organisation carries out its mandate; and
 - Work undertaken in areas where senior governments have clear jurisdiction

There are two broad areas of review: governance and management with the latter broken down into a review of advocacy and planning, which are the two major managed activities identified by the Trust.

Governance

The review of governance will address the following:

- Is the governance structure successful in providing effective and efficient fiscal and management oversight of the daily and strategic direction of the organization and are there any recommendations for improvements?
- Are measures of effectiveness used appropriately and are measures adequately benchmarked against other organizations that use similar structures or processes? Are there recommendations to enhance or augment governance?
- Does the current model effectively balance the interests of carrying out the mandate with value for money for taxpayers?

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Object of trust

Section 3 The Object of the Trust is to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.

- What might be some benchmarks for determining value?

Advocacy

The review of advocacy will address the following:

- Is advocacy, as it is currently being applied, an effective means of fulfilling the preserve and protect mandate?
- Where planning authority available to the Trust is limited, such as in areas of Federal, Provincial or Regional jurisdiction, how effective is advocacy in carrying out the Object of the Trust Act?
- What measurements are in place to determine the benefits of advocacy programs relative to their costs?
- Is the Strategic Plan an effective instrument to guide advocacy and planning within the Trust?
- Are there ways in which advocacy activity could be embodied within planning service delivery to improve overall effectiveness and if so how?

Planning

The review of planning services will address the following:

- Are the current processes and policies in land use planning services applied efficiently and effectively in fulfilling the mandate of the Islands Trust? Specifically:
 - Are the processes and policies the Trust employs for both simple and complex land use revisions and applications appropriate and effective?
 - How do the Trust's processes and policies compare with other land use planning organisations? Where differences exist, are the benefits and costs associated with those differences clearly delineated? If not, are there recommendations to provide clarity?
 - Does the current model of having multiple OCP's for a community compare with the practice of other jurisdictions of similar populations? If substantially different, are the benefits and costs associated clearly delineated and are there recommendations to improve clarity?
 - What are some benchmarks that the Trust could adopt to measure its effectiveness in delivering the mandate?
 -

Deliverables

The consultant will produce a draft and a final report that will:

- Identify strengths and weaknesses in the Trust governance, management, and planning structures for the three areas outlined above.
- Recommend changes to processes and policies to improve efficiency and effectiveness of the organisation in carrying out its mandate in a manner which delivers value for resources expended.
- Propose performance benchmarks against which future improvements within the organization can be measured.

Exclusions

Several boundaries have been placed around this review by the TC. As such the following are not within the scope of this review:

- The ITC. Although the ITC will not be part of this review, it is important to note that the ITC is responsible for the development and implementation of the IT Regional Conservation Plan. The land use planning and regulatory aspects of such a plan does and should involve the TC and planning staff, therefore consideration of the Regional Conservation Plan and its goals and objectives should be reviewed in the larger context of this review.
- The BIM.
- Financial details of the Islands Trust. **This is not a financial audit but rather a review of current operations with a focus on the structure of the Trust, its policies and processes and whether these deliver value for the costs associated therewith.**

Resources:

Staff and Trustees will be made available for interviews with the proponent. Islands Trust will provide the proponent access to relevant information. The successful proponent is expected to sign a Non-Disclosure Agreement. We generally expect that the work of the consultant will be organized in such a way as to be efficient in use of staff time with the goal of minimally impacting day to day operations.

Timeline

Timeline will be expressed in the RFP template provided by BC Bid.

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Project Charter

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SCOPE OF WORK

Table of Contents

3.2 Background 3

Current Governance Structures 44

Current Management and Organizational Structures 76

3.3 Scope 87

Objectives of the Review 87

Governance 98

Advocacy 109

Planning 119

Deliverables 1311

Exclusions [Include some of this up front] 1311

Resources 1412

Timeline 1412

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3.2 Background

The Islands Trust was uniquely empowered in 1974 by the Province with the *Islands Trust Act* with the following mission, known as the Trust Object:

“to preserve and protect the trust area and its unique amenities and environment for the benefit of residents of the trust area and of the province generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the Government of British Columbia”.

This mandate makes the Islands Trust responsible for protecting the unique nature and amenities of 13 major islands and more than 450 smaller islands and the surrounding waters in the Salish Sea. The Trust Area covers about 5,200 square kilometres of land and water and is home to over 25,000 people, with a further 10,000 non-resident property owners. The 13 major island groupings in the Trust Area, which encompass the surrounding smaller Islands, are called:

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Gabriola Island	Salt Spring Island
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Hornby Island	Thetis Island
Lasqueti Island	

The Trust regulates local land use, manages a trust fund of land and other assets, and works with other levels of government. While the 13 island groups receive equal representation in the federation, they vary dramatically in size and population, with the largest (Salt Spring) encompassing over 40% of the federation’s population and the two smallest (South Pender and Gambier) less than 1% each.

The Islands Trust is a federated body. In 1977, changes were made that established the forerunner to today's structure (i.e., land use planning authority was transferred from Regional Districts to the Islands Trust committees-). Further changes to the administrative governance of the Islands Trust were made in 1989 establishing Trust Council and the Executive Committee as we have today. These administrative governance changes aside, fundamentally the Trust has not conducted an independent comprehensive review since its formation. The Stantec report in 2007 and subsequent staff response analyses provided some review of governance and management; however, it focused on a specific function of the Trust - delivery of local planning services, and thus was not at the comprehensive scope of this review. **The Islands Trust Council seeks strengthen the Trust by identifying what we do well and how we might improve in relation to our preserve and protect mandate.** See: <http://www.islandstrust.bc.ca/trust-council/governance/internal-reviews/> for further information.

In September 2019, Trustees voted to propose a review through the Auditor General for Local Government ~~at their~~ Council meeting ~~in September 2019~~. The office of Auditor General for Local Government no longer exists; however, the desire of Trustees to review present performance remains. As the Trust currently engages in a Trust Policy Statement review and consultation on its guiding policies, Trustees also want to inform next steps for better governance and management in two ways:

1. benchmark where we are now; ~~and~~
2. ~~have provide~~ guidance for potential improvements.

~~Given the challenges of the 21st Century—reconciliation and climate change being two prominent examples, there may be opportunities to be more effective in delivering the mandate with a different organizational structure that integrates planning and advocacy more closely.~~

Current Governance Structures

~~Each governance structure relevant to this review is briefly described below. Further information can be found in the various policy documents available at the Islands Trust website.~~

The **Trust Council** (TC) is a corporate entity comprised of the 24 locally elected island trustees and two municipal trustees elected on Bowen Island.¹ ~~as a part of municipal council elections and who are also elected to Bowen Island Council.~~ Trust Council is responsible for establishing the general policies for carrying out the object of the trust and financial management of the trust organization. It excludes ~~other than the~~ financial management of the Trust Fund which is managed by the Islands Trust Conservancy (see below). Trust Council's responsibilities include:

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- Adopting an annual budget, including the Islands Trust Conservancy budget,
- Developing and adopting a Strategic Plan for each four-year term of Council,
- Adopting a Trust Policy Statement bylaw that provides policy direction to Local Trust Committees on carrying out the Trust Object,
- Hearing appeals of Executive Committee decisions on local trust committee bylaws, establishing a hiring committee to appoint the Chief Administrative Officer, and auditors (both delegated to Executive Committee),
- Filing an annual report to government,
- Engaging in advocacy, education and collaboration with First Nations, other levels of Government and non-government agencies.
- Establishing council and special committees (i.e., Regional Planning Committee, Trust Programs Committee and Financial Planning Committee), ~~and~~
- Establishing administrative policies and bylaws, and
- Appoint officers and other employees (though this may and has been delegated to the executive committee)

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The **Executive Committee** (EC) ~~is an arm of TC and comprised of~~ the chair and three vice-chairs, all of whom are elected by and from the 26 members of Trust Council. The Executive Committee is responsible for:

¹ The two trustees elected on Bowen Island are part of municipal council elections and elected to Bowen Island Council.

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- Carrying out the daily business of the trust,
- Approving bylaws proposed by local trust committees, and
- Acting as a local trust committee for that part of the trust area not in a local trust area jurisdiction or municipality.

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~~In order to execute the work~~To assist in the work of TC ~~there are~~ **three standing committees have been created**: the Financial Planning Committee (FPC), the Regional Planning Committee (RPC), and the Trust Programs Committee (TPC). Each committee has a chair and vice-chair, elected from and by the membership of the committee.

Local Trust Committees (LTC) are separate corporate entities from the Trust Council comprised of two locally elected Trustees for each of the 13 islands ~~groupings~~ and one member of the Executive Committee appointed as chair of that LTC. Each LTC is responsible for carrying out a function of local government powers (i.e., land use bylaws) as set out in the Local Government Act and Community Charter to meet community need and for ensuring proposed land use bylaws are consistent with carrying out the Trust Object. Local Trustees are also members of the Trust Council.

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- Adding to the land portfolio of the conservancy as funds permit,
- Managing the property of the conservancy,

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- Preparing a conservancy plan,
- Preparing a budget for Trust Council, and
- Filing an annual report to government.

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Trust governance is exercised through ~~the a committee structure (Trust Council, Executive Committee, Standing Committees and Local Trust Committees) TC and LTCs~~ which then interface with management through ~~several various~~ governance tools: a Strategic Plan, budgetary oversight, and at the local level through the passing of ~~local bylaws and land use applications, bylaws which are vetted by the EC to ensure they do not contradict the Trust Policy Statement – TC’s policy Bylaw required by the Islands Trust Act to carry out the Trust Object.~~

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Current Management and Organizational Structures

The **Chief Administration Officer** (CAO) ~~for the Islands Trust~~ is responsible for overseeing the operation of the Islands Trust. The CAO is hired by a committee comprised of the EC and the chairs of ~~TC’s the~~ three standing committees. Staff are ~~hired by~~ and report to the CAO. The Trust employs ~~fifty five over 55~~ staff who are located at three locations: Victoria (headquarters), Salt Spring Island and Gabriola Island. Roughly two-thirds of the staff work from the Oak Bay (Victoria) office and the remaining third split between Salt Spring and Gabriola.

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Commented [k16]: is it 58 now?

Staff within the Islands Trust work within three units: ~~Regional~~ Planning Services, Trust Area Services, and the ITC; however, ~~as the ITC is a separate management unit, it is not being considered included~~ in this review.

Commented [k17]: Is this the new name for Local Planning Services??local

Staff of the **Regional Planning Services** (RPS) support ~~Local Trust Committees~~ directly and work on a few Trust-wide projects. Planning staff provide research and expertise as well as record keeping and administrative support. ~~They to LTCs, supporting~~ local Trustees ~~to in make making~~ community-based land use decisions through bylaws, land use applications, resolutions and regularly scheduled business meetings. ~~RPS-Planning~~ staff also support the ~~RPC-Regional Planning Committee of TC. The~~ ~~bulk~~ ~~Approximately three quarters~~ of the Islands Trust budget is ~~utilized in dedicated to~~ delivering planning services to the ~~13-12~~ LTCs.

Trust Area Services (TAS) staff are located in the Victoria office and support ~~TC, LTCs, the EC, the TPC all committees, the FPC, and the ITC~~ Islands Trust Conservancy. TAS is responsible for advocacy, inter-government relations, Trust-wide communications, and grants administration. ~~Currently, advocacy~~ Advocacy work is focused covers a broad range of topics, concerning forest and marine environmental protection, ~~on ensuring sustainable forests,~~ opposing anchorages, supporting improved internet access, reconciliation, improved BC Ferry service and lower fares, ~~protecting marine environments,~~ and ~~coordinating pursuing~~ climate change mitigation and adaptation governance among First Nations, Canadian, BC, and local governments, ~~strategies, to name just a few.~~

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3.3 Scope

Objectives of the Review

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This review of the governance, management and operational structure will focus on the effectiveness of three key elements:

1. governance in determining the strategic direction of the organization,
2. planning services, and
3. advocacy activity.

To clarify, in respect of this review Governance represents the policies and processes by which the work of the organization is directed and managed, not the framework of the legislation which enables the authority and limitations on authority of the organization.

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Effectiveness will be measured against the abilities of the ~~aforementioned~~ three elements of Trust governance to meet the Trust Object. To this end, ~~wherever possible~~ benchmarks of performance ~~against the mandate need to be~~ assessed as to their efficacy to determine their adequacy, potential for improvement and to allow for baseline measurements against which future performance can be gauged. ~~determined against which suggested changes in this review can be measured in the future.~~

The successful proponent will:

- ~~undertake an evidence-based r~~ Review the Islands Trust's organizational structure and ~~evaluation-evaluate of the~~ how effectiveness and efficiency-efficient it is of the Islands Trust's

~~organizational structure, governance, management, and operation in carrying out the Islands Trust mandate (i.e., Section 3 of the Islands Trust Act²).~~

- ~~Engage Trustees and staff across the organization in interviews across the range of the review as appropriate.~~
- ~~provide independent advice and recommendations to assist the Islands Trust in identifying its areas of strengths and weaknesses, with recommendations how the organisation can become more efficient and effective in carrying out its mandate by specifically examining on ways to enhance or improve its organizational structure, management, and operation.~~
 - Planning processes and deliverables;
 - Advocacy processes and deliverables;
 - Whether appropriate measures exist to gauge how well the organisation carries out its mandate; and
 - Work undertaken in areas where senior governments have clear jurisdiction

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~~The TC has determined that the following questions, outlined under~~There are three broad areas of review, ~~should be considered within this review:~~ governance, ~~management~~advocacy and planning.

Governance

The review of governance will ~~research~~address the following:

2

Object of trust

Section 3 The Object of the Trust is to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.

• **Focal Questions:**

- ☞ Is the governance structure successful in providing effective and efficient fiscal and management oversight of the daily and strategic direction of the organization and are there any recommendations for improvements?
- ☞ Are measures of effectiveness used appropriately and are measures adequately these benchmarked against similar other organization's that use similar structures performance or processes? Are there recommendations to enhance or augment governance?

• **Possible Detailed Questions:**

- Are there obvious gaps or inefficiencies in the governance model currently in use?
 - The federated model of governance may naturally bring in some be viewed as having some latent inefficiencies/inefficiency, but are these outweighed by the benefits of autonomy provided each island enjoys, presuming that autonomy offers benefits?
 - What options might be available to minimize these this inefficiencies/inefficiency?
 - Is Island autonomy better exercised through alternate governance structures?
 - Are there examples of Governance from jurisdictions with a similar mandate that might offer some other options?
 - How would we determine the viability of different governance options?
 - Is the present governance structure (strategic goals, direction, limitations, accountability framework) resulting in successful fulfillment of the mandate? How would this be measured?
 - Are the governance strategic goals and direction as relates to the Trust's conservation mandate fully reflected at management and land use planning levels?
 - Is budgetary oversight through its alignment with the strategic plan the best way to deliver on the mandate? Should planning activity, either integrated with advocacy, or alone be governed by the strategic plan?
- ☞ Does the current model effectively balance the interests of carrying out the mandate with value for money for taxpayers?
 - What might be some benchmarks for determining value?

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Advocacy

Advocacy, governed through Trust Council's strategic plan, is managed and delivered through TAS. The review of advocacy will question-address the following:

● ~~Focal Questions:~~

- ~~Is advocacy, as it is currently being applied, an effective means of fulfilling the preserve and protect mandate?~~

● ~~Possible Detailed Questions:~~

- ~~Is advocacy more effective if confined to environmental issues within the Trust Area?~~
- ~~Where planning authority available to the Trust is limited, such as in areas of Federal, or Provincial or Regional jurisdiction, is how effective is advocacy sufficient in carrying out the Object of the Trust Act?~~
- ~~What measurements are in place to determine the benefits of advocacy programs relative to their costs?~~
- ~~Are there better other options in land use planning available to support the preserve and protect mandate than having to rely on advocacy when reaching the limits of what current local planning practices can do regarding ecosystem preservation, both terrestrial and aquatic?~~
- ~~Is the Strategic Plan an effective instrument to guide advocacy and planning within the Trust?~~
- ~~Are there ways in which advocacy activity could be embodied within planning service delivery to improve overall effectiveness and if so how?~~

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Planning

~~As the core function of the organization, planning employs the greatest proportion of staff and budget. Related research questions the consultant will consider in the review of planning services delivery are outlined will address the following below:~~

● ~~Focal Questions:~~

- ~~Are the current model processes and policies in of land use planning services applied efficiently and effectively in fulfilling the conservation mandate of the Islands Trust? Specifically:~~
 - ~~Are the processes and policies the Trust employs for both simple and complex land use revisions and applications appropriate and effective?~~
 - ~~How do the Trust's processes and policies compare with other land use planning organisations? Where differences exist, are the benefits and costs associated with those differences clearly delineated? If not, are there recommendations to provide clarity?~~
 - ~~Does the current model of having multiple OCP's for a community compare with the practice of other jurisdictions of similar populations? If substantially different, are the~~

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benefits and costs associated clearly delineated and are there recommendations to improve clarity?

◆ **Possible Detailed Questions:**

- How does the per capita efficiency of planning services compare to other jurisdictions tasked with a planning / ecological management function?
 - Are there other areas in the world where a preserve and protect mandate is legislated i.e., Niagara Escarpment, the National Trust areas in the UK, Hauraki Gulf in New Zealand as some examples, that might offer a useful comparison?
 - Is the use of planning tools and the practice of professional community planning tools sufficient to ensure ecological preservation goals in a rural trust eg, could planning staff be supported by allied professions in ecology and botany and what might some models be of approaching planning work in collaboration with other relevant areas of expertise?
 - Given the strongly worded conservation mandate of the Trust, does the current planning staff have the requisite biological and ecological expertise to reliably recognize sensitive ecosystems and important biological features in the field?
 - Are there planning delivery services and staff qualification requirements in conservation areas nationally or globally that might offer useful comparisons and examples?
 - What are some benchmarks that the Trust could adopt to measure its effectiveness in delivering the mandate?
 - Do Local Trust Committees possess sufficient regulatory scope in their Land Use Bylaws to realize the goals and objectives of their Official Community Plan?
- ◆ Would efficiencies be gained by streamlining OCPs to a regional perspective?
- Are there evolving concepts in conservation science that might be adaptable to the realisation of the Trust's mandate through integration into planning practise? How is the current application of land use planning resulting in greater overall ecosystem health and resilience and might there be some holistic ecosystem wide measures that could be beneficial in supporting Islands's ecosystem health? What planning tools might be especially successful (ie, possibly Development Permit Areas) that would enhance ecosystem connectivity and identify areas with significant restoration and enhancement potential?
 - Are there approaches to how we currently use zoning to pursue ecosystem preservation that might be strengthened or even reimagined to work in parallel with land use designations for human habitation that specifically enhance natural values?

Commented [kl14]: if possess it becomes a legislation question. If about exercising those powers effectively or fully it keeps us in the scope of the review as presented.

- Is a separation of planning activity and advocacy activity the most useful way of organizing efforts to realise the mandate? For example: the organization's Strategic Plan clearly divides actions as either achievable through advocacy, ~~which the Trust deems any action not involving regional land use planning~~, or those achievable through land use planning. What are some other ways and means of organising the efforts of the organisation that might integrate planning and ~~advocacy~~ advocacy, and would such integration improve effectiveness of delivery on the mandate?

Deliverables

~~In answering the set of questions provided (and those that naturally occur during the consultant's work),~~
 ‡The consultant will produce a draft and a final report that will:

- ~~identifies~~ Identify clear strengths and weaknesses in the Islands Trust governance, management, and planning structures for the three areas outlined above.
- Recommend changes to processes and policies to improve efficiency and effectiveness of the organisation in carrying out its mandate in a manner which delivers value for resources expended.
- ~~establishes~~ Propose performance benchmarks against which future improvements within the organization can be measured.
 - These benchmarks will advance a means of measuring the organisation's effectiveness in preserving and protecting natural features and human cultural features
- ~~names clear and actionable recommendations for improving the Trust's delivery on its preserve and protect mandate.~~

Exclusions

Several boundaries have been placed around this review by the TC. As such the following are not within the scope of this review:

- The ITC. Although the ITC will not be part of this review, it is important to note that the ITC is responsible for the development and implementation of the IT Regional Conservation Plan. The land use planning and regulatory aspects of such a plan does and should involve the TC and

planning staff, therefore consideration of the Regional Conservation Plan and its goals and objectives should be reviewed in the larger context of this review.

- The BIM.
- Financial details of the Islands Trust. **This is not a financial audit but rather a review of current operations with a focus on the structure of the Trust, its policies and processes and whether these deliver value for the costs associated therewith.**

Resources

Staff and Trustees will be made available for interviews with the proponent. Islands Trust will provide the proponent access to relevant information. The successful proponent is expected to sign a Non-Disclosure Agreement. (subject to FOI) held by the Islands Trust. We generally expect that the work of the consultant will be organized in such a way as to be efficient in use of staff time with the goal of minimally impacting day to day operations.

Timeline

[insert timeline details here eg. When are particular phases of work due, review process, interviews to be conducted by...etc.]