



Trust Council Select Committee Governance and Management Review Agenda

Date: July 12, 2021
Time: 3:00 pm
Location: Electronic Zoom Meeting

Pages

1. LAND ACKNOWLEDGEMENT / CALL TO ORDER
2. APPROVAL OF AGENDA
3. ADDOPTION OF MINUTES/COORDINATION
 - 3.1. Minutes of Meetings
 - 3.1.1. May 31, 2021 draft minutes 2 - 4
 - 3.2. Resolutions Without Meeting
None
 - 3.3. Follow-up Action List (FUAL) 5 - 5
4. BUSINESS ITEMS
 - 4.1. Review Interview Guides for Consultation Phase - attached 6 - 12
 - 4.2. Review of Rationale for Interview Candidates - discussion
5. NEW BUSINESS
6. NEXT MEETING
The next Select Committee meeting is scheduled for August 9, 2021, from 3:00 p.m. to 5:00 p.m., to be held electronically.
7. ADJOURNMENT



Trust Council Select Committee Governance and Management Review Minutes of Regular Meeting

Date: May 31, 2021
Time: 1:00 pm
Location: Electronic meeting
Islands Trust
200-1627 Fort Street
Victoria, BC V8R 1H8

Members Present Lee Middleton, Chair, Saturna Island Trustee
Kees Langereis, Vice Chair, Gabriola Island Trustee
Paul Brent, Saturna Island Trustee
David Critchley, Denman Island Trustee
Steve Wright, South Pender Island Trustee (absent)
Deb Morrison, North Pender Island Trustee
Ben McConchie, North Pender Island Trustee (regrets)
Peter Luckham, Thetis Island Trustee
Michael Kaile, Bowen Island Municipal Trustee

Staff Present: Russ Hotsenpiller, Chief Administrative Officer
Lori Foster, Executive Coordinator/Recorder

Others: Great Northern Management Consultants members:
Charles Kelly, James Roche, Eric Vance, Maryantonett Flumian, Lorraine Cole

Webinar Attendees: One person was present for approximately 20 minutes at the opening of the meeting

1. LAND ACKNOWLEDGEMENT

Chair Middleton called the meeting to order at 1:00 p.m. stating gratitude to live and work on Coast Salish First Nations traditional and treaty territory.

Islands Trust Council Chair, Peter Luckham, acknowledged the recent announcement from the Tk'emlúps te Secwépemc First Nation and the discovery of the remains of loved ones, 215 children at the residential school in Kamloops.

2. APPROVAL OF AGENDA

By general consent, the agenda was adopted as presented.

3. ADOPTION OF MINUTES/COORDINATION

3.1 May 10th draft minutes

SC-2021-040

It was Moved by Trustee Kaile and Seconded by Trustee Langereis,
That the May 10th draft minutes be adopted as presented.

CARRIED

3.2 Resolutions Without Meeting – None

3.3 Follow-up Action List (FUAL)

It was noted that the news release announcing the governance and management review was sent out on Friday, May 28th and the FUAL item was now complete.

4. BUSINESS ITEMS

4.1 Discussion on Great Northern Proposal

Charles Kelly, team lead with Great Northern Management Consultants (GNMC), spoke to the attached proposal, gave a verbal update on receipt of documents for review and asked if any trustees had any questions regarding their submission.

Discussion followed on the proposed interview process by GNMC.

Trustee Langereis was experiencing connectivity problems during the meeting.

4.2 Discussion on Revised Project Timelines

Discussion on the attached timeline was heard. GNMC will come back with a revised timeline as they are just getting started on review of documents.

4.3 Advocacy and Online Survey

4.3.1 GNMC email memo re: advocacy and opinion survey

James Roche, GNMC, spoke to the email contained in the addendum agenda package.

Discussion followed.

By general consent, the Select Committee accepted the recommendation of the memo as presented in the agenda addendum package, that a survey of residents would not be an optimal approach in the interview process.

4.4 Review Select Committee Meetings Schedules

SC-2021-041

It was Moved by Trustee Morrison and Seconded by Trustee Luckham,

That the Select Committee request staff to arrange meetings for July 12, August 9, September 13, October 4, and November 1, from 3:00 p.m.-5:00 p.m. Pacific Standard time, 2021.

CARRIED

4.5 Other Issues for Discussions

Discussion was heard that staff are managing the additional work generated in assisting the Great Northern Management Consultants.

5. NEW BUSINESS – None

6. NEXT MEETING

The next meeting of the Select Committee will be held electronically, July 12, 2021.

7. ADJOURNMENT

SC-2021-042

It was Moved by Trustee Luckham and Seconded by Trustee Critchley,

That the meeting be adjourned at 2:45 p.m.

CARRIED

Lee Middleton, Chair

Certified Correct

Lori Foster, Executive Coordinator/Recorder



**Select Committee (SC)
Governance and Management Review
Follow-up Action List (FUAL)**

| SC Mtg | WHO / Activity | TO | TARGET |
|-------------------------------------|--|-----|-------------------------------|
| SELECT COMMITTEE | | | |
| <i>May 10, 2021</i> | The Management Review final report deliverable date be extended to March Trust Council with the final report to be received by April 30, 2022. | | April 30, 2022 In progress |
| CAO HOTSENPILLER | | | |
| <i>May 10, 2021</i> | Staff create a press release regarding the issuance of the contract with a simple facts message. | CAO | <i>DONE</i> |
| EXECUTIVE COORDINATOR FOSTER | | | |
| <i>May 31, 2021</i> | Adopt the May 10, 2021 minutes as presented. | SC | <i>DONE</i> |
| <i>May 31, 2021</i> | Schedule the following Select Committee meetings July 12, August 9, September 13, October 4, and November 1, from 3:00 p.m.-5:00 p.m. Pacific Standard time, 2021. | SC | <i>DONE</i> |
| <i>Standing Item</i> | Prepare draft minutes for next meeting – (Consideration to Adopt) | SC | <i>DONE</i> |
| <i>Standing Item</i> | Create Draft agenda in E-scribe - circulate agenda package for next meeting | SC | <i>DONE</i> |
| <i>Standing Item</i> | Update FUAL for next meeting agenda | SC | <i>DONE</i> |

July 2, 2021

Memorandum To Select Committee of Trust Council

From Great Northern Consultants

Subject: Governance and Management Review Interviews

The upwards of 50 interviews expected to take place between July and September are at the heart of the Governance and Management Review.

About half of the interviews will be with members of Trust Council, while the others will be with key stakeholders and partners of the Trust, resident in the Trust area or otherwise, and including senior staff.

Trust Council members and the CAO have been asked to provide names of possible interviewees: individuals they think would have informed and credible views as to how the Trust operates, and its strengths and weaknesses. These suggestions, along with others identified by the consulting team, will make up the rest of the 50-plus interviewees.

The interview guide is just that, a guide. It is not intended as a script for the interviewer, nor is it meant that the interviewee need respond to every question. Rather, the guide, provided in advance, can help focus and organize remarks interviewees may wish to make. It also provides the interviewer with something of a checklist of important points that would be useful to cover.

The interviews themselves are likely to be somewhat discursive, ranging over the topics that are of most concern to the interviewee. There will be ample time to ensure the full expression of ideas.

The interview guides for Councillors and senior staff reflect the roles those individuals play in the governance and management of the Islands Trust. Senior staff will also be asked if they have comments arising from the questions in the Councillors' interview guide.

The guide for other interviewees is more general, given the diversity of experiences and roles of those individuals vis-a-vis the Trust.

The three interview guides are attached.

It is proposed that interviewees receive an introductory note from the Chair of the Select Committee, asking them to participate in the process and attaching the interview guide(s) for their information. Interviewees would also be advised of a further contact by the consultants to make arrangements for the interview, to be conducted by telephone or video conference call.

Interviews are confidential, and results of the interviews will be reported on an aggregate basis only.

Draft introductory notes are attached.

Islands Trust Councillors Governance Interview Guide

Note: Interviews are confidential; results and findings arising from the interviews will only be reported in the aggregate, without the identification of individual respondents.

Introduction

1. Tell us about yourself. How long have you served on the Council? In what capacity(ies)?
2. What experiences have you had that you find relevant to your work on Council?

Mandate & Strategy

3. Do you have a clear understanding of the mandate of the Islands Trust?
4. Do you think the role of Council in strategy development and oversight of the Trust is effective?
5. Do you have a clear understanding of how Trust Council measures its impact and results? How are these communicated to residents and other stakeholders?
6. Is there something different that you think the Council should be doing to fulfill its responsibilities and achieve its Object and mandate?

Roles and Responsibilities

7. Have you and/or the Council identified any gaps or risks associated with Trust's current governance approach?
8. What do you understand to be the role of the shareholder in respect of the Islands Trust? In respect of the Council?
9. Do you have a clear understanding of the expectations, roles and responsibilities of Councillors? How well do Councillors fulfill these obligations in your view?
10. Given the responsibilities of the Council and its Committees, what competencies or other characteristics are missing?

11. Given the Islands Trust commitment to Reconciliation and the B.C. government's 2021-26 Action Plan, do you think Islands Trust and the Council have the expertise/skills/experience necessary to achieve the stated goals?

Council Operations

12. How would you describe the current culture of the Council? What are its strengths and weaknesses?
13. How effective are Council and Committee meetings? Is the Council guided by a clear set of operating principles?
14. How effective is communication and engagement with and among Council members as well as with the executive team?
15. What is the decision-making role of the Council? Should this role be changed in any way?

Information to the Council

16. Do you receive the information and reporting you need in order to fulfill your responsibilities as a Council member? Is the material received helpful and digestible for decision making?
17. How would you describe the reporting from the CAO and senior staff?
18. How effective is reporting from Committees to the Council?

Standing Committees of Council

19. There are three Standing Committees of Council: Financial Planning, Regional Planning and Trust Programs, in addition to the Executive Committee. Is this the right structure? How could it be improved?

Land Use Planning

20. Do you see any areas that could be improved in how Local Planning Services manages development applications?
21. Do you see any areas that could be improved in how Local Planning Services manages projects?

Council-Senior Staff Relations

22. How would you describe the general state of Council-staff relations?
23. How effective is Council's process or performance assessment of the CAO?
24. Is the CAO/Council relationship sufficient to drive alignment between Council and Staff?

Other

25. Are there any governance practices of this organization which have not been discussed so far that you would like to raise, or any best practices that you would recommend for consideration?
26. Are there any other issues you would like to raise?

Islands Trust Senior Staff
(CAO, CAO direct reports, other selected positions)
Governance Interview Guide

Note: Interviews are confidential; results and findings arising from the interviews will only be reported in the aggregate, without the identification of individual respondents.

1. Describe your role, responsibilities, and experience as an Islands Trust staff member.
2. Place your current position in the context of a broader career path.
3. Describe reporting relationship, performance evaluation, and tools required to fulfill your duties.
4. How do you understand the role of Trust Council, and how it connects to your job?
5. Identify the organization's strengths and weaknesses, and areas for improvement.
6. Would you like to comment on any of the issues or questions identified in the Councillors' Interview Guide.
7. Are there any other issues you would like to raise?

Islands Trust Interlocutors
Governance Interview Guide

Note: Interviews are confidential; results and findings arising from the interviews will only be reported in the aggregate, without the identification of individual respondents.

1. What is the nature of your relationship with Islands Trust?
2. What are the most rewarding and problematic aspects of the relationship?
3. What is your understanding of role of the Islands Trust?
4. What is your level of satisfaction with your interactions with the Islands Trust?
5. Would you propose any changes to the structure or practices of the Islands Trust?
6. Are there any other issues you would like to raise?

Draft Letters to Interviewees Governance Review

#1 - Islands Trust Councillors

Dear Councillor

As reported at the June, 2021 meeting of Council, the review of Council Trust governance and management practices is now underway.

It is the intention of the consultants undertaking the review to hear from each Councillor, using an interview format to do so. Senior staff of the Islands Trust, as well as key interlocutors, partners, and other stakeholders of the Trust will also be interviewed.

Lorraine Cole, on behalf of the consultants, will contact you shortly to arrange a convenient time for an interview, with a target completion time of all interviews by September.

Attached is an Interview Guide which might help Councillors focus on key issues they wish to raise. While the guide will serve as something of a checklist for the interview itself, it is not meant to constrain discussion, and councillors will be free to register whatever points they wish.

The expectation is that each interview will last about one hour, although there is flexibility if more time is needed.

The interview is confidential, and nothing said during the interview will be for attribution.

It would be much appreciated if you would extend your cooperation to Lorraine when she contacts you, in the hope that this process can be managed efficiently and within the timeframe identified.

Sincerely

Chairman
Select Committee

#2 - Islands Trust Staff Member

Dear Islands Trust Staff Member

As you know, Islands Trust Council has given a mandate to consultants reported to review Council Trust governance and management practices. That review is now underway.

It is the intention of the consultants undertaking the review to hear from a variety of people with connections to the Trust, using an interview format to do so. In addition to Councillors, these include senior staff of the Islands Trust, as well as key interlocutors, partners, and other stakeholders of the Trust.

Lorraine Cole, on behalf of the consultants, will contact you shortly to arrange a convenient time for an interview, with a target completion time of all interviews by September.

Attached is an Interview Guide which will help focus the discussion. While the guide will serve as something of a checklist for the interview itself, it is not meant to constrain discussion, and staff members are free to register whatever points they wish.

Also attached is the interview guide for the Islands Trust Councillors. You may have views on some of the issues in this guide.

The expectation is that each interview will last about one hour, although there is flexibility if more time is needed.

The interview is confidential, and nothing said during the interview will be for attribution.

It would be much appreciated if you would extend your cooperation to Lorraine when she contacts you, in the hope that this process can be managed efficiently and within the timeframe identified.

Sincerely

Chairman
Select Committee

#3 – Interviewees – Other Interested Parties

Dear

The Islands Trust Council has given a mandate to Great Northern consultants to undertake a review of the Trust Area's governance and management practices.

The Review, now underway, includes interviews with Islands Trust Councillors, senior staff, as well as key interlocutors, partners, and other stakeholders that have collaborated, partnered, or otherwise interacted with the Trust.

I am writing to introduce the consulting team to you, and to ask for your cooperation and help in the interview portion of the Review.

Lorraine Cole, on behalf of the consultants, will contact you shortly to arrange a convenient time for an interview, with a target completion time of all interviews by September.

Attached is a brief Interview Guide, which might help focus on key issues they wish to raise. While the guide will serve as something of a checklist for the interview itself, it is not meant to constrain discussion, and you will be free to register whatever points you wish.

The expectation is that each interview will last about one hour, although there is flexibility if more time is needed.

The interview is confidential, and nothing said during the interview will be for attribution.

It would be much appreciated if you would extend your cooperation to Lorraine when she contacts you, in the hope that this process can be managed efficiently and contribute to our understanding of how the Trust can continue to fulfill its mandate to preserve and protect the Trust Area.

Sincerely

Chairman
Select Committee