

Corporate Planning Process

On page 22 of the Governance Report 2022, it was noted that “Islands Trust lacks a unified, comprehensive corporate planning process that begins with goals, proceeds to initiatives to achieve the goals, and then converts the initiatives into financials.” As one of the first actions by the new governance Committee in 2023, a Working Group was struck in February 2023 with members from the Finance and Governance Committee, as well as staff, to develop and implement a robust, comprehensive Corporate Planning Process to address this identified issue.

Some people have asked “What is a Corporate Planning Process and why is it important?” Corporate Planning involves strategy definition and direction, decision-making and resource allocation. It outlines the process to determine the Trust’s goals and objectives each term and the specific requirements to achieve them. Strategic Planning (which forms part of the Corporate Plan) outlines where to focus money and resource allocation to reach the objectives and goals each year during the term.

As it currently stands, Islands Trust has no official written procedure for either Corporate or Strategic Planning. As a direct result of this, staff become overloaded with too many projects that lack explicit and clearly defined milestones, timelines, and benchmarks for success and/or completion. By developing a formal written procedure which provides Trustees and staff with recourse to gain clarity on priorities, we reduce the risk of staff burnout and turnover while increasing our project delivery successes and reducing overspending.

Having an official Corporate Planning Process in place enables your Trustees to follow Best Practices for local governments to ensure that money and resources are spent responsibly and with greater transparency and control. Some of these elements already exist, but to date, have not been formalized into a complete process for staff and your Trustees at Trust Council to follow, term over term.

Trust Council needs specific, detailed information with in-depth analysis to make effective decisions to determine which, and how many, projects to initiate and allocate money to, along with an understanding of resource availability and time requirements to conduct the work and produce meaningful deliveries. The Corporate Planning Process breaks down each step and includes various analytical tools to provide insight into goal and objective alignment, budget requirements/impacts, resource allocation, risk and end benefits to the Trust Area and communities, along with clear benchmarks to measure progress and success at each milestone. With this level of information, Trust Council is better informed to develop an accurate budget forecast with a realistic projection of what can be delivered each fiscal year to avoid overtaxing and underspending.

This formal process provides the steps to thoroughly review the work being conducted at multiple points during the projects lifecycle so that Trust Council can effectively prioritize projects to reach its objectives in a timely and financially responsible manner. It also increases transparency in spending, project status and reduces inefficiencies in workload management. This provides staff the ability to focus on fewer projects at a time to deliver quality results on budget and on time before moving on to the next project, which may have a direct impact on yearly taxes.

Best Regards,

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South Pender Trustee

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Preserving and protecting over 450 islands and surrounding waters in the Salish Sea

I respectfully acknowledge that the Islands Trust Area is located within the treaty lands and territories of the BOKÉĆEN, Cowichan Tribes, K'ómoks, Lyackson, MÁLEXEL, Qualicum, scəwəθən, səliwətəʔ, SEMYOME, shíshálh, Skwxwú7mesh, Snaw-naw-as, Snuneymuxw, Songhees, Spune'luxutth', SṪÁUTW, Stz'uminus, ʔaʔəmen, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, WJOLÉLP, WSIKEM, Xelátxw, Xwémalhwu, Xwsepsum, and xʷməθkʷəy̓əm First Nations. Islands Trust is committed to reconciliation and to working together to preserve and protect this ecologically, culturally, and spiritually significant region in the Salish Sea.}