Governance Committee
Agenda

Date: Wednesday, August 13, 2025
Time: 10:00 am - 3:00 pm
Location: Electronic Zoom Meeting

7.2 Review of Trust Council Policies - Request for Decision 30 - 35

That Governance Committee requests staff to draft a policy combining Trust Council policies, with recommended updates, in priority order:

1. 2.1.1 Requests for Decision (RFD)/Reports and 2.2.2 Council Committee Preparation;
2. 2.4.1 Executive Committee Terms of Reference, 2.4.3 Executive Committee Election, 2.4.4 Executive Committee Legislative Role and 2.4.6 Executive Committee Meeting preparation;
3. 6.2.1 Priority Setting/Review Guidelines, and 6.7.1 Work Program, Follow-up Action List and Priorities Report; and
4. 5.4.2 Procedural Fairness in Rezonings, 7.1.1 Administrative Fairness Principles, 7.1.2 Handling of Administrative Fairness Complaints, and 7.1.5 Ombudsperson Referrals.

7.3 Remuneration Review - Update (verbal)

7.4 Budget 2026/27 Business Cases - Briefing 36 - 37

7.5 Corporate Planning Process - Briefing 38 - 39

8. BUSINESS - NEW

9. WORK PROGRAM 40 - 42

For review and referral to Trust Council before each quarterly TC meeting

10. NEXT MEETING

Monday, November 3, 2025, from 10:00 a.m. to 3:00 p.m.

11. CLOSED MEETING

If desired:

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (quote the pertinent section here, for example, (1)(a) personal information about...) and that the recorder and staff [attend/not attend] the meeting.

12. RISE AND REPORT

13. ADJOURNMENT

*Approximate time is provided for the convenience of the public only and is subject to change without notice.

Islands Trust

Governance Committee
Minutes of a Regular Meeting

Date:	**April 9, 2025**
Location:	**Electronic Meeting**
Members Present:	Judith Gedye, Bowen Island Municipality (Chair) Jamie Harris, Salt Spring Island Local Trust Area (Vice-Chair) Joe Bernardo, Gambier Island Local Trust Area Sam Borthwick, Denman Island Local Trust Area Lee Middleton, Saturna Island Local Trust Area Timothy Peterson, Lasqueti Island Local Trust Area Lisa Gauvreau, Galiano Island Local Trust Area (Islands Trust Conservancy Chair, ex-officio) Laura Patrick, Salt Spring Island Local Trust Area (Islands Trust Council Chair, ex-officio)
Member Absent:	Kate-Louise Stamford, Gambier Island Local Trust Area
Staff Present:	Rueben Bronee, Chief Administrative Officer (CAO) David Marlor, Director, Legislative and Information Services Robert Barlow, Legislative Services Clerk/Recorder
Members of the Public:	No member of the public was present

1. CALL TO ORDER

Chair Gedye called the meeting to order at 10:00 a.m. and provided a territorial acknowledgement.

2. AGENDA

2.1 New Items and Re-Ordering of the Agenda

No new items were presented for consideration.

2.2 Approval of Agenda

By general consent the agenda was approved as presented.

3. PUBLIC COMMENT PERIOD

No member of the public was present.

4. DELEGATIONS

None.

5. CORRESPONDENCE

5.1 2025-03-13 Email from Trustee Boland to Executive Committee - Legal costs and the proposed Trust Council Secretariat

The Executive Committee forwarded the email to the Governance Committee. The Committee received it for information.

6. ADMINISTRATIVE COORDINATION

6.1 Draft Minutes of Previous Meeting

6.1.1 Governance Committee minutes of January 29, 2025

By general consent the Governance Committee minutes of January 29, 2025 were approved as presented.

6.2 Resolutions Without Meeting

None.

6.3 Follow up Action List

Received for information.

7. BUSINESS - WORK PROGRAM ITEMS

7.1 Approved Budgets for 2025/26 - Briefing

Committee discussion included the timing of the review of the trustee remuneration policy.

GC-2025-021
It was MOVED and SECONDED,
that Governance Committee request staff to arrange for the consultant's report in relation to Trustee Remuneration Policy be prepared and ready for Trust Council consideration in September, 2025.

CARRIED

7.2 Review of Governance Committee Mandate – Discussion

Committee postponed discussion to a later date.

7.3 2022 Governance Report Recommendations – Request For Decision

Director Marlor introduced the Request For Decision, noting that Trust Council assigned responsibility to the Governance Committee to review and analyze the recommendations in the report. The Committee discussed the draft Trust Council Request For Decision:

- the Committee of the Whole no longer is tasked with the Policy Statement Amendment Project and therefore they might be able to consider the draft Trust Council Request For Decision earlier than originally anticipated
- the possibility of setting priorities for all the recommendations
- the role of the Governance Committee is to facilitate a discussion and potentially champion individual recommendations at Committee of the Whole and at Trust Council
- providing background information to the Committee of the Whole may be of value

GC-2025-022
It was MOVED and SECONDED,
that Governance Committee forward the Request for Decision dated April 9, 2025, to Committee of the Whole for discussion and endorsement of recommendations to Trust Council.

CARRIED

- the Request For Decision will be brought to the next Executive Committee to arrange a date of the Committee of the Whole to discuss it, likely at the May 13, 2025 Committee of the Whole meeting
- the Governance Committee work program matrix may be of use in identifying priority recommendations for Trust Council
- most of the recommendations would require staff to do work such as research
- Director Marlor described in general some of the work that would be required to do in regards to the recommendations

GC-2025-023
It was MOVED and SECONDED,
that Governance Committee request staff to draft an outline for Committee of the Whole of the Governance Committee recommendations and authorize Governance Committee Chair to endorse those recommendations.

CARRIED

Governance Committee recessed at 11:48 a.m. and resumed at 12:17 p.m.

8. BUSINESS - NEW

None.

9. WORK PROGRAM

The Committee reviewed its Work Program, which includes the Active Projects and the Priority Matrix.

GC-2025-024
It was MOVED and SECONDED,
that Governance Committee approve its work program, including the matrix, and forward it to Trust Council at their next quarterly meeting.

CARRIED

10. NEXT MEETING

Wednesday, August 13, 2025, 10:00 a.m. to 3:00 p.m. to be held electronically.

11. CLOSED MEETING

GC-2025-025
It was MOVED and SECONDED,
that the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90(1)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and that the recorder and staff attend the meeting.

CARRIED

The Committee closed the meeting at 12:21 p.m.

By general consent the Committee reconvened in open meeting at 1:10 p.m. Chair Gedye indicated that she will provide a Rise and Report at the next scheduled meeting.

12. RISE AND REPORT

None.

13. ADJOURNMENT

By general consent the meeting was adjourned at 1:13 p.m.

____
Judith Gedye, Chair

Certified Correct:

____
Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.

GOVERNANCE COMMITTEE
RESOLUTION WITHOUT MEETING

RESOLUTION WITHOUT MEETING NO. GC-RWM-2025-01

The following matter is considered urgent and necessary in order for the Governance Committee to review the Governance Committee section of the Annual Report in time to present it to the June, 2025 Trust Council meeting.

Trustees were notified, via email, of the call for resolution on May 12, 2025
Trustees were notified, via email, of the call for the vote on May 12, 2025

It was Moved by Trustee Peterson and Seconded by Trustee Borthwick,
that the Governance Committee approve the Governance Committee section of the Annual Report as presented.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
1. Joe Bernardo	May 12, 2025	In Favour
2. Sam Borthwick	May 12, 2025	In Favour
3. Judith Gedye	May 13, 2025	In Favour
4. Lee Middleton	May 12, 2025	In Favour
5. Timothy Peterson	May 12, 2025	In Favour
6. Kate-Louise Stamford	May 12, 2025	In Favour

TRUSTEES VOTE NOT AVAILABLE
7. Jamie Harris

FINAL VOTE COUNT (6) IN FAVOUR (0) OPPOSED DECISION: **CARRIED**

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE ISLANDS TRUST ACT ON MAY 13, 2025.

____
CHAIR’S SIGNATURE
Judith Gedye, Bowen Island Municipal Trustee

____
RECORDER’S SIGNATURE
Robert Barlow, Legislative Services Clerk

Print Date: August 6, 2025

Follow Up Action Report

Governance Committee

09-Apr-2025

Progress	Activity		Responsibility	Dates	Status
0%	**1**	staff to arrange for the consultant's report in relation to Trustee Remuneration Policy be prepared and ready for Trust Council consideration in September, 2025.	David Marlor	Target: 13-Aug-2025	In Progress
100%	**2**	staff to forward the Request for Decision "2022 Governance Report Recommendations " dated April 9, 2025, to Committee of the Whole for discussion and endorsement of recommendations to Trust Council.	David Marlor	Target: 06-May-2025	Completed
100%	**3**	staff to draft an outline for Committee of the Whole of the Governance Committee recommendations (in regards to the 2022 Governance Report Recommendations) and authorize Governance Committee Chair to endorse those recommendations.	David Marlor	Target: 06-May-2025	Completed
100%	**4**	staff to forward the Governance Committee work program, including the matrix, and to Trust Council at their next quarterly meeting.	Robert Barlow	Target: 06-May-2025	Completed

Islands Trust

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	June 17, 2025
From:	**Governance Committee**	**Date Prepared:**	April 9, 2025
SUBJECT:	**2022 Governance Report Recommendations**		

RECOMMENDATION:

A. Regarding recommendation 1 of the 2022 Governance Report [election of Trust Council leadership], that Trust Council *request staff to work with Governance Committee to review the process for election of the Executive Committee, and delegated authorities to the Executive Committee*;

B. Regarding recommendation 3 of the 2022 Governance Report [committee membership], that Trust Council consider whether any work is warranted;

C. Regarding recommendation 4 of the 2022 Governance Report [committee mandates], that Trust Council *request staff to review how it establishes its committee work programs;*

D. Regarding recommendation 5 of the 2022 Governance Report [roles of committees], that Trust Council *request staff to review how committees present and support their advice to Trust Council and the timing of the presentations to Trust Council,*

E. Regarding recommendation 6 of the 2022 Governance Report [helping trustees understand their roles], that Trust Council *request staff to work with the Executive Committee to develop, in advance of the 2026 election, communication materials on the roles of trustees;*

F. Regarding recommendation 7 of the 2022 Governance Report [helping trustees fulfil their roles] that Trust Council *request staff to update, in advance of the 2026 election, the orientation approach for trustees with a focus on procedural and substantive matters*;

G. Regarding recommendation 8 of the 2022 Governance Report [secretary to Trust Council] that Trust Council *request staff review the function of the Corporate Secretary*;

H. Regarding recommendation 11 of the 2022 Governance Report [adoption of comprehensive, multi-year planning document] that Trust Council *request staff update and recommend to Trust Council policies to incorporate the Corporate Plan Planning Framework in its operations and budgeting processes;*

I. Regarding recommendation 12 of the 2022 Governance Report [communications and engagement] that Trust Council *request staff work with the Executive Committee to review and update Trust bodies' advocacy policies*;

J. Regarding recommendation 13 of the 2022 Governance Report [management alignment with Trust Council] that Trust Council *request staff to work with the Executive Committee* *to review staff support to Trust Council, identify strengths and weaknesses in that support, and options for addressing that analysis*;

K. Regarding recommendation 14 of the 2022 Governance Report [exploiting the potential for synergy between ITC and other components of Islands Trust] that Trust Council *request staff to report back on the current situation, strengths and weaknesses, and options for addressing opportunities to improve synergy between Islands Trust Conservancy and Islands Trust operations;*

L. That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:
   - recommendation 2 [Number of Committees and Committee Mandates];
   - recommendation 9 [First Nations Representation], pending the outcome of the request of the Province to review the Islands Trust governance structure;
- recommendation 10 [Provincial Representation] pending the outcome of the request of the Province to review the Islands Trust governance structure' and
   - recommendation 15 [Trustee Compensation], pending the Trustee Remuneration Policy review.

M. That Trust Council request staff to prioritise in order these recommendations:
   - G [secretary to Trust Council],
   - H [adoption of comprehensive, multi-year planning document], and
   - F [helping trustees fulfil their roles],

   with the understanding that recommendations:
   - A [election of Trust Council leadership],
   - B [committee membership],
   - C [committee mandates],
   - D [roles of committees], and
   - E [helping trustees understand their roles]

   will be undertaken by staff as appropriate, and recommendations:
   - I [communications and engagement],
   - J [management alignment with Trust Council] and
   - K [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust]

   will be undertaken when prioritised by Trust Council.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The recommendations are presented in order of the 2022 Governance Report recommendations. While recommendations A, B, C, D and E are either relatively routine and required to be done, or are well underway, others will require prioritization. The 2022 Governance Report recommendations not recommended to advance are those that have been dealt with, or that require provincial legislative amendments. As Trust Council has already asked for a review of its governance structure, these should await the response from the Province to that request.

---

1 PURPOSE:
To provide direction on implementation of the 2022 Governance Report recommendations

2 BACKGROUND:
In February 2022 Trust Council received a report entitled "Islands Trust Governance Review" that it commissioned from Great Northern Management Consultants on the governance of the Islands Trust. The report contains 15 recommendations related to Trust Council's operations and the Islands Trust Conservancy, and an appendix with recommendations related to land use planning.

The Director, Planning Services has been working with his staff to implement many of the planning services recommendations. This Request for Decision is focused on the 15 recommendations related to the Islands Trust operations.

In regards to recommendations 9 and 10 in the Governance report, Trust Council has sent a request to the Province for a review of its legislation. It is explicit in the letter to the Province that addressing the interests of Indigenous governing bodies is the highest priority for the Trust and a review of the Islands Trust governance structure should address this.

In regard to recommendation 12 in the Governance report (here referred to as “I”), an updated policy would refresh the approach to advocacy, communication, engagement and government relations by Trust bodies, and ensure the work is relevant and appropriate to further the Object of the Islands Trust.

Attachment 1 is a working document from staff for the Governance Committee which includes the 15 recommendations from the Governance Report, along with relevant information from that report explaining the recommendation, an indication of work already undertake in relation to that recommendation, and Governance Committee recommendations (as of December, 2024) on next steps.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Some recommendations (A through E) are mostly routine and work that would need to be done to some degree to prepare of the 2026 elections, and improve Trust Council meeting processes. These are not likely to add much work for staff. Recommendations F, G and H will require consideration of prioritization and in some instance funding to support consultants (if this is a desired approach). Recommendations I and J will involve staff time and prioritization on the Executive Committee work program in order to undertake them. The work for I would be under Trust Area Services with support from Legislative and Information Services; the work for J would be largely undertaken by the Executive office with support from Legislative and Information Services. Recommendation L to not undertake the listed items, will allow staff time to be focused on other areas. As noted, some of the items in L have already been dealt with, or pending the outcome of action already taken by Trust Council. Postponing any further work on these will allow any work to be aligned with the results of action already taken (such as the TC ask of the Province).

FINANCIAL:
If consultants are required to undertake some of the reviews (for recommendations G or H) then additional funding will be required in the budget for this purpose.

POLICY:
Updated policies as per recommendations B, E and F.

IMPLEMENTATION/COMMUNICATIONS:
Communication and implementation as per normal procedures for advancing Trust Council work; additions to appropriate work programs and follow-up action lists.

FIRST NATIONS RELATIONS:
Consideration of First Nations participation on Trust Council has been included in the request for Provincial review of the Islands Trust governance structure.

OTHER:
There are no other implications.

4 RELEVANT POLICY(S):
Islands Trust Act

5 ATTACHMENT(S):
Appendix 1: 2022 Governance Review Recommendations and Comments

---

RESPONSE OPTIONS

Recommendation:
As outlined above.
Alternative:
As requested by Trust Council.

Prepared By: **David Marlor, Director, Legislative and Information Services**

Reviewed By/Date: **Rueben Bronee, Chief Administrative Officer**
Governance Committee, April 9, 2025

Attachment 1: 2022 Governance Report Recommendations, Work undertaken to Date, and Governance Committee Recommendations

LEADERSHIP

Consultant's Report Recommendation 1 - Election of Trust Council Leadership

More time should be provided for Trustees to assess the suitability of candidates running for Trust Council Chair and Vice-Chair. It is up to Trust Council itself to determine what method best addresses the need for better-informed elections to Trust Council leadership positions.

Report Commentary on Recommendation:
The most important consideration any new election system must take into account is Trustees' need for a reasonable amount of time before votes are held for the election of Chair, Executive Committee members and other Committee Chairs.

Providing more time for Trustees to assess the suitability of candidates would allow for a more substantive exchange of information regarding candidates' qualifications and perspectives on how they see the Islands Trust evolving and how they see their role.

The extra time should also provide the opportunity for Trustees to acquire a high-level appreciation of the priorities and pressing issues the Islands Trust is facing.

It is up to Trust Council itself to determine what method best addresses the need for better-informed elections to Trust Council leadership positions. The only constraint is the need to ensure the continuity of leadership.

For example, Trust Council could elect an interim Chair and interim members of the Executive Committee for a short period of time, pending the opportunity for Trustees to get to know each other and hold an informed election. Furthermore, it is the prerogative of Trustees to determine the term of the Chair and Executive Committee members.

Islands Trust Actions Taken to Date to Address Recommendation 1:

Following local election results, 2 letters of introduction sent informing newly elected on next steps, orientation processes, inaugural Trust Council and elections of executive.

Electronic meet and greet held prior to first Council meeting.

In 2022, a call for those interested in standing for Executive Committee was sent out in advance of the inaugural November meeting, and election of the Executive Committee was held on the last day of the three-day meeting to allow time for trustees to get to know candidates.

Governance Committee Recommendation A:

> ***That Trust Council request staff to work with Governance Committee to revise the process for election of the Executive Committee, and review delegated authorities to the Executive Committee, in consideration of Recommendation 1 [election of trust council leadership] of the 2022 Governance Report.***

Work on the process for the Election of the Executive Committee is something staff will be working on regardless. Staff can develop information for the lead up to the election, and schedule the first three-day Trust Council meeting in a way to maximise time for trustees to get to know each other, and the role of the Executive Committee.

Reviewing delegated authorities to the Executive Committee would involve significant staff work, and involve reviewing multiple Trust Council policies, in which most of the delegations occur. This work could also be undertaken as part of the Governance Committee project to review all Trust Council policies.

TRUST COUNCIL COMMITTEES

Consultant's Report Recommendation 2 - Number of Committees and Committee Mandates

The Trust Council should undertake a comprehensive review of its committee structure, with the idea of increasing the number of committees with mandates more focused on the subjects and issues that reflect Trust Council priorities. Frequent use should be made of sub-committees and ad hoc committees to address particular topics.

Report Commentary on Recommendation:
The only way a 26-member Council, meeting relatively infrequently, can govern effectively is through a robust committee system.

Islands Trust Actions Taken to Date to Address Recommendation 2:

June 2022 – In response to receipt of the governance report, Trust Council established the Standing Governance Committee (GC), members elected by Trust Council

March 2024 – Establishment of Committee of the Whole

Working groups established:
02-14-2023 - Corporate Working Group (see #11)
05-24-2024 - Tiny House on Wheels Working Group
07-12-2024 – Governance Committee Working Group/Provincial Review

Governance Committee Recommendation L:

> ***That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:***
> - ***recommendation 2 [Number of Committees and Committee Mandates];***

Trust Council had made changes to its committee structure with the use of select committees and the addition of Governance Committee and Committee of the Whole. Trust Council could now focus on using these committees in an efficient way, and may consider making amendments to its Council Committee policy and Meeting Procedures Bylaw to do so.

Consultant's Report Recommendation 3 - Committee Membership

While the number of committees should increase, the number of trustees on committees could be reduced. Membership should strive for some regional balance, and a match of Trustees' interests and expertise with committee mandates.

Report Commentary on Recommendation:
All Trustees should be members of at least one committee. Individuals other than Trustees should also be considered for committee membership where appropriate to ensure the desired representation, subject-matter expertise, or other relevant criteria.

All committee membership should be subject to Trust Council approval. This manner of proceeding will have a particular impact on membership of the Financial Planning Committee, which is currently dominated by Executive Committee members and appointees.

Islands Trust Actions Taken to Date to Address Recommendation 3:
Existing Council Committee System Policy 2.3.1 requires ratification of all appointments to committees by Trust Council. Select committees may only be created by Trust Council resolution. The policy was amended by Trust Council to create the Governance Committee (as a standing committee), and this committee membership is selected by election of Trust Council members.

Governance Committee Recommendation B:

> ***That Trust Council consider whether any work on recommendation 3 [Committee Membership] of the 2022 Governance Report is warranted.***

Trust Council had made changes to its committee structure with the use of select committees and the addition of Governance Committee, and Committee of the Whole. Trust Council could now focus on using these committees in an efficient way, and may consider making amendments to its Council Committee policy and Meeting Procedures Bylaw to do so. It is likely additional committees would require increased resources to properly support their work and administration.

Consultant's Report Recommendation 4 - Committee Mandates

Committee mandates should reflect Trust Council's priorities and areas of greatest concern.

Report Commentary on Recommendation:
For example, it may be useful to have a committee focused on marine issues, or a committee that fosters better approaches and mechanisms to increase inter-LTC sharing of best practices. Establishment of a governance committee with a mandate to ensure that governance best practices are in place at Trust Council is of special importance.

Islands Trust Actions Taken to Date to Address Recommendation 4

June 2022 – Trust Council established the Standing Governance Committee (GC), members elected by Trust Council. Terms of Reference include making recommendations to Trust Council on governance best practices.

No action taken to discuss creation of a committee focused on marine issues. Currently, such matters would be addressed by Trust Programs Committee (advocacy and education related) and Regional Planning Committee (from a planning perspective).

Trust Council's other standing committees are already aligned with Trust Council's primary areas of function:

RPC – Planning related issues
TPC – Trust-wide related issues
FPC – Financial management

Governance Committee Recommendation C:

That Trust Council request staff to review how it establishes its committee work programs, as per Recommendation 4 [committee mandates] of the 2022 Governance Report.

The mandates of the Council Committee are established by Trust Council policy; however, while the committees all report their top priorities to Trust Council, there is not a clear process during the meeting to ensure that the committees are receiving Trust Council endorsement or direction on particular work. Generally, the reports are received and therefore deemed to be approved unless stated otherwise.

Consultant's Report Recommendation 5 - Role of Committees

Recommendations from committees to Trust Council should be truly "owned" and championed by the committee.

Report Commentary on Recommendation:

The role of committees is not only to ensure proposals recommended to Trust Council are sound policies, but also that all other considerations arising from the proposals, including political considerations, have been recognized and, where appropriate and possible, taken into account.

There is also an important onus on committee members to ensure proposals have been considered from a Trust-wide, federal point of view. The aim is always to provide a recommendation that will shape the debate at Trust Council in such a manner as to focus quickly on what is truly important and, possibly, contentious; doing so will facilitate meaningful discussion and satisfactory resolution by Trustees, without using an undue amount of time.

Always, when developing committee recommendations, the importance of achieving consensus should be a priority.

Islands Trust Actions Taken to Date to Address Recommendation 5

Trust Council agenda includes work program reports from committees, and this is an opportunity for the committee chair to speak to the items.

Governance Committee Recommendation D:

That Trust Council request staff to review how committees present and support their advice to Trust Council and the timing of the presentations to Trust Council, as per Recommendation 5 [roles of committees] of the 2022 Governance Report.

The mandates of the Council Committee are established by Trust Council policy; however, while the committees all report their top priorities to Trust Council, there is not a clear process during the meeting to ensure that the committees are receiving Trust Council endorsement or direction on particular work. Generally, the reports are received and therefore deemed to be approved unless stated otherwise.

TRUST COUNCIL SUPPORT

Consultant's Report Recommendation 6 - Helping Trustees Understand Their Role

Exercising agency requires that Trustees understand their dual role, be prepared to expend the effort necessary to fulfil it, and are properly equipped to do so.

Report Commentary on Recommendation:

Prior to standing for election, Trustee candidates should have the benefit of a briefing that provides a full description of what the job entails. Of particular importance is the need to ensure candidates understand Trustees' "federal" responsibilities. Often, Trustees' role at Trust Council is seen as secondary, if it is considered at all, when individuals decide to stand for office. Yet, the federal role can be the more challenging one, requiring Trustees to think beyond the interest of their LTA and adopt Trust-wide perspectives, without which effective governance cannot be achieved.

Islands Trust Actions Taken to Date to Address Recommendation 6
No work has taken place on this to date.

Governance Committee Recommendation E:

> ***That Trust Council request staff to work with the Executive Committee to develop communication materials in advance of the 2026 election on the roles of trustees as per Recommendation 6 [helping trustees understand their roles] of the 2022 Governance Report.***

This work could be undertaken by staff well in advance of the 2026 election to develop materials to assist candidates to understand the role as local trustee and member of Trust Council.

Consultant's Report Recommendation 7 - Helping Trustees Fulfill Their Role

To help Trustees fulfill their role, post-election briefings and workshops should be held, covering both procedural and substantive matters integral to their duties at Trust Council.

Report Commentary on Recommendation:

Section 17(1)(a) of the Islands Trust Act authorises Trust Council to appoint a person to the Office of Secretary. A corporate secretary's duties include ensuring the framework by which the organisation's governing body fulfills its duties and responsibilities is upheld and operates efficiently, including compliance with statutory and regulatory requirements, and in such a manner as to facilitate optimal interface and alignment with management. It is noted that the manner in which Trust Council organises itself and is supported in terms of developing meeting agendas, organising and conducting meetings, and providing briefing materials needs to be revamped to better foster collaborative decision making. The Corporate Secretary should be the lynchpin between Trust Council and management in the collaborative effort to make this happen

Islands Trust Actions Taken to Date to Address Recommendation 7
No work has taken place on this to date.

Governance Committee Recommendation F:

That Trust Council request staff to update the orientation approach for trustees in advance of the 2026 election with a focus on procedural and substantive matters in accordance with Recommendation 7 [helping trustees fulfil their roles] of the 2022 Governance Report.

This work could be undertaken by staff well in advance of the 2026 election to develop materials to assist candidates to understand the role as local trustee and member of Trust Council.

Consultant's Report Recommendation 8 - Secretary to Trust Council

The Office of Secretary should be staffed with a full-time incumbent, reporting to Trust Council through the Chair of Trust Council.

Report Commentary on Recommendation:

Section 17(1)(a) of the Islands Trust Act authorises Trust Council to appoint a person to the Office of Secretary. A corporate secretary's duties include ensuring the framework by which the organisation's governing body fulfills its duties and responsibilities is upheld and operates efficiently, including compliance with statutory and regulatory requirements, and in such a manner as to facilitate optimal interface and alignment with management.

It is noted that the manner in which Trust Council organises itself and is supported in terms of developing meeting agendas, organising and conducting meetings, and providing briefing materials needs to be revamped to better foster collaborative decision- making. The Corporate Secretary should be the lynchpin between Trust Council and management in the collaborative effort to make this happen.

The principals that underpin the Public Service Act must be followed in a hiring process, for example, the hiring of the Secretary should follow sound merit-based public service principles but the classification and the employment relationship directly to Council should be explored by Council.

Islands Trust Actions Taken to Date to Address Recommendation 8
In fall of 2024, Governance Committee considered a business case to fund consultants work on this. However, the Committee was unable to define the specific desired outcomes and shelved the business case, pending more work on determining the intent of this role.

Trust Council has sent a request to the province for a review of its legislation. While not specified in that ask, it is possible that the province could consider a different governance model for the Islands Trust.

Governance Committee Recommendation G:

That Trust Council request staff review the function of the Corporate Secretary per recommendation 8 [secretary to Trust Council] of the 2022 Governance Report.

As this aspect of governance may be included in a review by the Province, it would not make sense to advance this at the same time; however, there is an opportunity to review and revise the means that corporate secretary services are provided to Trust Council.

EXPANDING TRUST COUNCIL MEMBERSHIP

Consultant's Report Recommendation 9 - First Nations Representation

Following consultation with the appropriate First Nations, the province should make provision for the appointment of First Nations representatives to the Islands Trust Council. This would require an amendment to the Act.

Report Commentary on Recommendation:

Currently, Trust Council does not include Trustees who represent First Nations or the wider interests of residents of British Columbia generally.

That said, Trust Council must now both prepare for, and encourage, the advancement of the co-governance proposition as it applies both to the Trust Council itself and LTCs. As an immediate priority, Trust Council should take steps, in consultation with concerned parties, to identify other mechanisms to provide First Nations with appropriate and meaningful roles in the Islands Trust governance framework.

Islands Trust Actions Taken to Date to Address Recommendation 9
Trust Council has sent a request to the province for a review of its legislation. While not specified in that ask, it is possible that the province could consider a different governance model for the Islands Trust.

Governance Committee Recommendation L:

That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:

- **Recommendation 9 [First Nations Representation], pending the outcome of the request of the Province to review the Islands Trust governance structure;**

As this aspect of governance may be included in a review by the Province, it would not make sense to advance this at the same time.

Consultant's Report Recommendation 10 - Provincial Representation

The province should amend the Islands Trust Act to include a provision for the appointment of Trustees by the Governor-in-Council.

Report Commentary on Recommendation:

A requirement of the Object for the Trust is to act for the benefit of all British Columbians. Having a province-wide perspective on Trust Council would also encourage Trustees to look beyond local issues and take account of broader considerations.

Islands Trust Actions Taken to Date to Address Recommendation 10
Trust Council has sent a request to the province for a review of its legislation. While not specified in that ask, it is possible that the province could consider a different governance model for the Islands Trust.

Governance Committee Recommendation L:

That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:

- ***Recommendation 10 [Provincial Representation] pending the outcome of the request of the Province to review the Islands Trust governance structure***

As this aspect of governance may be included in a review by the Province, it would not make sense to advance this at the same time.

STRATEGIC PLANNING

Consultant's Report Recommendation 11 - Adoption of Comprehensive, Multi-year Planning Document

Trust Council should adopt a four- or five- year corporate plan that integrates strategic and financial components, reviewed and updated annually, identifying the initiatives to be undertaken, the corresponding financial resources, along with performance metrics to measure achievement.

Report Commentary on Recommendation:

Only extraordinary circumstances should allow for the consideration of significant initiatives of financial expenditures that are not part of the approved corporateplan.

The annual development and adoption of an integrated and comprehensive multi-year plan facilitates strategic priority-setting, helps ensure there is a fair distribution of resources throughout the Trust Area, and sets the stage for accountability.

Islands Trust Actions Taken to Date to Address Recommendation 11

09-26-2023 Draft Corporate Planning Framework adopted

Governance Committee Recommendation H:

> ***That Trust Council request staff update and recommend Trust Council policies to incorporate the Corporate Plan Planning Framework in its operations and budgeting processes in relation to Recommendation 11 [adoption of comprehensive, multi-year planning document] of the 2022 Governance Report.***

A policy would establish the general framework, timelines, and monitoring processes that staff would follow when developing business cases and budget documents for Trust Council consideration.

ADVOCACY

Consultant's Report Recommendation 12 - Communications and Engagement

A communications and engagement function should be established to replace the current advocacy function. A communications and engagement strategy should be developed as part of the annual corporate plan, and in support of the priorities identified therein.

Report Commentary on Recommendation:

The strategy should support the Preserve and Protect Object of the Trust, focusing on two goals:
1) strengthening the Islands Trust brand by increasing awareness and support for the Trust with relevant stakeholders, influencers, policy-makers, and decision-makers;
2)improving communication between the Trust and Trust Area residents, in line with Trust Council's emphasis on transparency and consultation.

The communications and consultation strategy would identify specific initiatives, along with performance metrics to assess performance. As is the case with any public-facing organisation, an important component of such a strategy must be a digital and social media plan that allows Islands Trust to more effectively connect with its target audiences, both transmitting and receiving information.

Islands Trust Actions Taken to Date to Address Recommendation 12
No work has taken place on this to date.

Governance Committee Recommendation I:

> ***That Trust Council request staff work with the Executive Committee to review and update Trust bodies' advocacy policies as per Recommendation 12 [communications and engagement] of the 2022 Governance Report.***

An updated policy would refresh the approach to advocacy, communication and engagement by Trust Council, and ensure the work is relevant and appropriate to further the Object of the Islands Trust.

MANAGING THE CHANGE TRANSITION

Consultant's Report Recommendation 13 - Management Alignment with Trust Council

A management review should be undertaken to identify measures that will improve alignment of staff to Trust Council, and improve reporting and accountability.

Report Commentary on Recommendation:

This report emphasises the need for Trust Council to change how it goes about its business in order to foster a more deliberative and collegial set of behaviours, and to take up the challenge of effecting change.

Appropriately, Trust Council relies on Islands Trust staff for support in both formulating policies and implementing decisions. However, many have reported a disconnect between Trustees and senior staff that inhibits the efficient functioning of both the Trust Council and Trust management.

Some Trustees feel staff's efforts lean toward managing Trust Council, rather than enabling it. Trustees sometimes feel that questioning of staff recommendations or activities is construed to be challenging the Preserve and Protect Object itself. Some staff are concerned that Trustees do not always fully consider information and advice provided.

The level of trust, and the assurance that Trustees and staff are working together needs to be strengthened.

Islands Trust Actions Taken to Date to Address Recommendation 13

No work has taken place on this to date.

Governance Committee Recommendation J:

> ***That Trust Council request staff to work with the Executive Committee to review staff support to Trust Council, identify strengths and weaknesses in that support, and options for addressing that analysis, as per Recommendation 13 [management alignment with Trust Council] of the 2022 Governance Report.***

This work could be time consuming and involve all of the directors in reviewing, or alternatively, could involve hiring an independent consultant to assist with the review. In either case, this would need to be a major work program item to allow resources to be allocated.

ISLANDS TRUST CONSERVANCY

Consultant's Report Recommendation 14 - Exploiting the Potential for Synergy Between the Conservancy and the Other Components of Islands Trust

Without compromising the independence of the Islands Trust Conservancy, necessary for tax and other reasons, take measures to ensure greater sharing of expertise, experience, and resources between the Conservancy and other Islands Trust operations.

Report Commentary on Recommendation:

The Conservancy's place in the federation seems to be downplayed, even though it is probably the most broadly popular aspect of the Islands Trust brand.

Islands Trust Actions Taken to Date to Address Recommendation 14

1. *Increased frequency of Executive Committee and Conservancy Board liaison meetings.*
2. *Conservancy Chair attends Trust Council providing verbal updates, presenting related business items.*
3. In January 2024 Executive Committee requested staff report back on options for sharing geographic information systems (GIS) information. On October 30, 2024 staff reported back on on-going staff discussions and efforts to share information, and that all geographic information system layers are used by both planning and Islands Trust Conservancy staff.

Governance Committee Recommendation K:

> ***That Trust Council request staff to report back on the current situation, strengths and weaknesses, and options for addressing opportunities to improve synergy between Islands Trust Conservancy and Islands Trust operations, as per Recommendation 14 [exploiting the potential for synergy between ITC and other components of Islands Trust] of the 2022 Governance Report.***

This work could be time consuming and involve all of the directors in reviewing, or alternatively, could involve hiring an independent consultant to assist with the review. In either case, this would need to be a major work program item to allow resources to be allocated.

TRUSTEE COMPENSATION
Consultant's Report Recommendation 15 -Trustee Remuneration
The significant time and effort required of Trustees must be reasonably compensated, which means an increase in current compensation levels. Currently, much of the time Trustees spend on Trust Council business, including preparation for meetings, participation in some meetings, and travel time, are not compensated at all. **Report Commentary on Recommendation:** *A central theme of this report is the need for Trustees themselves to assume responsibility for reform of Trust Council, so that it achieves its promise as an effective governing body. This requires Trustees to play a leadership role, being prepared to devote the time necessary to overcome procedural and bureaucratic complications to provide sound policy direction, and to ensure the efficient delivery of outcomes and services.*
Islands Trust Actions Taken to Date to Address Recommendation #15 Trust council amended its policy to provide for compensation for trustees attending standing committees. The Governance Committee has submitted a business case and request for funding in 2025/26 to undertake a review of trustee remuneration. 1. *Review of Remuneration Policy sent to Financial Planning for recommendations for update based on UBCM's Council and Board Remuneration Guide.* 2. *Independent consultant business case proposed to review remuneration methodology and values.*
Governance Committee Recommendation L: **That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:** • **recommendation 15 [Trustee Compensation], pending the Trustee Remuneration Policy review.** The Financial Planning Committee is considering amendments to the remuneration policy, and the Governance Committee has a project to review the remuneration values in fiscal year 2025/26. Trust Council may then consider adoption of a revised remuneration policy that addresses the concerns raised in the 2022 Governance Report once these pieces of work are completed.

DRAFT

Trust Council Committee of the Whole
Minutes of a Regular Meeting

Date:	**May 13, 2025**
Location:	**Electronic Meeting**
Executive Members Present:	**1. Laura Patrick, Trust Council Chair, Salt Spring Trustee** **2. Tobi Elliott, Vice-Chair, Gabriola Trustee** **3. David Maude, Vice-Chair, Mayne Trustee** **4. Timothy Peterson, Vice-Chair, Lasqueti Trustee**
Members Present:	**5. Judith Gedye, Bowen Municipal Trustee, Acting Chair** **6. Sue Ellen Fast, Bowen Municipal Trustee** **7. Sam Borthwick, Denman Trustee** **8. David Graham, Denman Trustee** **9. Joe Bernardo, Gambier Trustee** **10. Kate-Louise Stamford, Gambier Trustee** **11. Deb Morrison, North Pender Trustee** **12. Jamie Harris, Salt Spring Trustee** **13. Mairead Boland, Saturna Trustee** **14. Lee Middleton, Saturna Trustee** **15. Kristina Evans, South Pender Trustee** **16. Dag Falck, South Pender Trustee** **17. Peter Luckham, Thetis Trustee**
Members Regrets:	**18. Grant Scott, Hornby Trustee** **19. Susan Yates, Gabriola Trustee** **20. Lisa Gauvreau, Galiano Trustee** **21. Mikaila Lironi, Lasqueti Trustee** **22. Jeanine Dodds, Mayne Trustee**
Members Absent:	**23. Ben Mabberley, Galiano Trustee** **24. Alex Allen, Hornby Trustee** **25. Aaron Campbell, North Pender Trustee** **26. Ken Hunter, Thetis Trustee**
Staff Present:	**Rueben Bronee, Chief Administrative Officer** **Stefan Cermak, Director, Planning Services** **Clare Frater, Director, Trust Area Services** **David Marlor, Director, Legislative and Information Services** **Julia Mobbs, Director, Financial and Employee Services** **Joe Elliott, Senior Indigenous Advisor** **Alexandra Trifonidis, Executive Coordinator** **Lisa Millard, Meeting Administrator/Recorder**
Others Present:	**There were no members of the public in attendance.**

1. CALL TO ORDER

Acting Chair Gedye called the meeting to order at 1:05 p.m.

2. TERRITORIAL ACKNOWLEDGEMENT

Acting Chair Gedye acknowledged that the meeting was held on the territory of the Coast Salish First Nations.

3. APPROVAL OF AGENDA

By general consent the agenda was approved as presented.

4. ADOPTION OF MINUTES

At the time of agenda circulation, there were no Committee of the Whole draft meeting minutes for review and adoption.

5. FOLLOW UP ACTION LIST

At the time of agenda circulation, there were no items on the Follow Up Action List.

6. BUSINESS

6.1 2022 Governance Report Recommendations - Request For Decision

Chair Gedye stated the March 2022 Governance Review was commissioned by a previous Trust Council and the meeting was an opportunity for the Committee of the Whole to accept or amend the recommendations made by the Governance Committee pertaining to each of the 15 recommendations outlined in the Governance Report and ascertain what to put before Trust Council for further discussion.

A. Regarding recommendation 1 of the 2022 Governance Report [election of Trust Council leadership], that Trust Council *request staff to work with Governance Committee to review the process for election of the Executive Committee, and delegated authorities to the Executive Committee*;

Discussion ensued and there was general support for review of the process of Executive Committee elections and the following comments were noted:

- Establishing an interim Executive Committee for a three-month period would allow Trustees to get to know the candidates and their positions;
- Many authorities have been delegated to Executive Committee over a period of years and a review is necessary;
- Those interested in running for the Executive Committee could provide information about their qualifications during the period between the election and the first Trust Council meeting; and
- Emphasis should be put on training and orientation rather than evaluating qualifications for the role.

Trustee Falck joined the meeting at 1:50 p.m.

B. Regarding recommendation 3 of the 2022 Governance Report [committee membership], that Trust Council consider whether any work is warranted;

C. Regarding recommendation 4 of the 2022 Governance Report [committee mandates], that Trust Council *request staff to review how it establishes its committee work programs;*

D. Regarding recommendation 5 of the 2022 Governance Report [roles of committees], that Trust Council *request staff to review how committees present and support their advice to Trust Council and the timing of the presentations to Trust Council,*

Discussion ensued on Items B, C, and D and there was general support to request Trust Council form a working group of the Governance Committee to provide options on topics regarding recommendations 2, 3, 4 and 5 of the 2022 Governance Report and the following comments were noted:

- Fewer trustees are participating in committees and consideration could be given to a policy requiring participation in at least one committee;
- Disclosure of the time commitment required to sit on committees is needed;
- Smaller committees with focussed topics might achieve higher participation;
- Exploration of options for inter-agency and inter-governmental committees could be returned to Governance Committee for discussion;
- There are administrative constraints on the committee structure and clarity is needed on what constitutes a committee versus a working group;
- Additional staff support is not available to review how committee work programs are established and Trust Council would need to determine how priorities fit into the work program.

Trustee Bernardo left the meeting 2:19 p.m.

Trustee Middleton left the meeting at 3:00 p.m.

The meeting recessed for a break at 3:00 p.m. and reconvened at 3:10 p.m.

E. Regarding recommendation 6 of the 2022 Governance Report [helping trustees understand their roles], that Trust Council *request staff to work with the Executive Committee to develop, in advance of the 2026 election, communication materials on the roles of trustees;*

F. Regarding recommendation 7 of the 2022 Governance Report [helping trustees fulfil their roles] that Trust Council *request staff to update, in advance of the 2026 election, the orientation approach for trustees with a focus on procedural and substantive matters*;

Discussion ensued on recommendations 6 and 7 of the Governance Report and there was general support for developing additional materials to help inform trustees of their roles and the following comments were recorded:

- Provide initial training, ongoing support, and mentorship opportunities;
- Provide information on the estimated time commitments required to perform the role of a trustee at the Local Trust Committee and Federation levels prior to individuals committing to election;
- Provide each trustee a professional learning budget; and
- Communicate to the public regarding the role of trustees.

Trustee Luckham left the meeting at 3:18 p.m.

Trustees Stamford and Morrison left the meeting at 4:00 p.m.

At 4:00 p.m. quorum was lost due to members leaving the meeting. As a result, the meeting was adjourned.

Staff noted the meeting notes would be provided to the Governance Committee.

Due to time constraints Item 6.1 (G) to Item 11 were not discussed and will be brought forward to a future meeting.

G. Regarding recommendation 8 of the 2022 Governance Report [secretary to Trust Council] that Trust Council *request staff review the function of the Corporate Secretary*;

H. Regarding recommendation 11 of the 2022 Governance Report [adoption of comprehensive, multi-year planning document] that Trust Council *request staff update and recommend to Trust Council policies to incorporate the Corporate Plan Planning Framework in its operations and budgeting processes;*

I. Regarding recommendation 12 of the 2022 Governance Report [communications and engagement] that Trust Council *request staff work with the Executive Committee to review and update Trust bodies' advocacy policies*;

J. Regarding recommendation 13 of the 2022 Governance Report [management alignment with Trust Council] that Trust Council *request staff to work with the Executive Committee to review staff support to Trust Council, identify strengths and weaknesses in that support, and options for addressing that analysis*;

K. Regarding recommendation 14 of the 2022 Governance Report [exploiting the potential for synergy between ITC and other components of Islands Trust] that Trust Council *request staff to report back on the current situation, strengths and weaknesses, and options for addressing opportunities to improve synergy between Islands Trust Conservancy and Islands Trust operations;*

L. That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:

   - recommendation 2 [Number of Committees and Committee Mandates];

- recommendation 9 [First Nations Representation], pending the outcome of the request of the Province to review the Islands Trust governance structure;
- recommendation 10 [Provincial Representation] pending the outcome of the request of the Province to review the Islands Trust governance structure' and
- recommendation 15 [Trustee Compensation], pending the Trustee Remuneration Policy review.

M. That Trust Council request staff to prioritise in order these recommendations:

- G [secretary to Trust Council],
- H [adoption of comprehensive, multi-year planning document], and
- F [helping trustees fulfil their roles],

with the understanding that recommendations:

- A [election of Trust Council leadership],
- B [committee membership],
- C [committee mandates],
- D [roles of committees], and
- E [helping trustees understand their roles]

will be undertaken by staff as appropriate, and recommendations:

- I [communications and engagement],
- J [management alignment with Trust Council] and
- K [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust]

will be undertaken when prioritised by Trust Council.

7. CLOSED MEETING (If needed)

8. RISE AND REPORT

9. NEW BUSINESS

10. NEXT MEETING

The next Committee of the Whole meeting is scheduled to be held electronically on May 29, 2025 at 1:00 p.m.

11. ADJOURNMENT

Judy Gedye, Acting Chair

Certified Correct:

Lisa Millard, Meeting Administrator/Recorder

Meeting minutes are not official until adopted at a subsequent meeting.

Islands Trust

REQUEST FOR DECISION

To:	Governance Committee	**For the Meeting of:**	August 13, 2025
From:	**Legislative and Information Services**	**Date Prepared:**	July 28, 2025
SUBJECT:	**Review of Trust Council Policies**		

RECOMMENDATION:

THAT the Governance Committee requests staff to draft a policy combining Trust Council policies, with recommended updates, in priority order, for the following groups of policies:

1. **2.1.1 Requests for Decision (RFD)/Reports and 2.2.2 Council Committee Preparation;**
2. **2.4.1 Executive Committee Terms of Reference, 2.4.3 Executive Committee Election, 2.4.4 Executive Committee Legislative Role** and **2.4.6 Executive Committee Meeting preparation;**
3. **6.2.1 Priority Setting/Review Guidelines, and 6.7.1 Work Program, Follow-up Action List and Priorities Report; and**
4. **5.4.2 Procedural Fairness in Rezonings, 7.1.1 Administrative Fairness Principles, 7.1.2 Handling of Administrative Fairness Complaints,** and **7.1.5 Ombudsperson Referrals.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
This program of review will help modernize Trust Council's policies by reducing the number of policies, removing redundancies and outdated policies, and bringing all policies up to date with legislation and current practices. The recommended priorities for the first phase of this work will address needed updates and improvements to policies that most directly impact the operations of Trust Council.

---

1 **PURPOSE:** To update Trust Council policies to reflect current operational needs and changes over time in legislation.

2 BACKGROUND:

For the Fiscal year 2025/26 budget, the Governance Committee submitted and Trust Council subsequently approved a business case to update Trust Council policies. The rationale for the request presented in the business case was:

Most, but not all, of these policies have had updates as required over the years, but there has never been a systematic review of the policies. Trust Council has requested a review of its policies as per the resolution in the Guiding Documents section of this business case.

The Municipal Insurance Association of British Columbia (MIABC), to which the Islands Trust joined on January 1, 2024, recommends that local governments develop a plan to systematically review and update their policies at least every five years. This review is not only to ensure existing policies are relevant, but to ensure that policies cover the necessary areas of the organisation's operations to reduce risk to the organisation.

The deliverables were specified as follows:

- *establish a methodology that includes criteria for prioritisation of policies to be reviewed, criteria for new policies and, establishes a schedule for review and update of policies*
- *prioritise policies for review and update (given there are 91 policies to review)*
- *undertake review of the prioritised policies, and recommend updates or deletions to Trust Council*
- *update prioritised policies by end of term (October 2026)*
- *identify gaps where policies should be in place but there are no policies covering the issue*

The budget provided by Trust Council for this is $6,000 intended to provide administrative support and legal review as necessary. The business case also indicated that as there are no funds to hire a consultant to undertake the work, it would need to be done in house and prioritized so staff can provide the resources.

History:
Trust Council began adopting policies following the update to the *Islands Trust Act* in the late 1980s, and the new requirement to adopt a Policy Statement. Trust Council's policies are intended to cover topics that the legislation does not require to be regulated by bylaw, but are desirable to provide guidance for day-to-day operations.

Trust Council currently has 90 policies. In 2023, Staff undertook a preliminary review of all of Trust Council's policies. This review considered the relevance of the policies, and whether or not they required updating in relation to legislation changes and current practices. Some policies were identified that may require amendments following review by specific council committees, and these specific amendments were not included in this initial staff review. Where possible, those amendments could be included when specific policies are brought back to Trust Council for consideration of amendments.

A. Policies to be Rescinded
At its regular business meeting in September 2023, Trust Council rescinded nine policies based on staff's recommendations.

B. Policies to be Combined
As Trust Council adopted policies over the years, many had similar subject matter as previous policies. Many of these could be combined to create more robust and less repetitive policies, as well as reduce potential conflicts between policies. Staff undertook a preliminary analysis and review for the types of policies that could be combined, and this is provided for illustrative purposes only. Review of each subject area would be in conjunction with the relevant Director.

1. **Policy Statement**
   There are two policies related to the policy statement; **1.2.1 Policy Statement Amendment** deals with amendments to the Islands Trust Policy Statement, and **1.3.1 Policy Statement Implementation** deals with implementation of the Islands Trust Policy Statement policies. Both of these policies will likely be redundant should Trust Council adopt an amended Islands Trust Policy Statement (draft Bylaw 183). Once this bylaw is adopted, the new language in draft Bylaw 183 on implementation and amendments should be reviewed and policies 1.2.1 and 1.3.1 amended accordingly to remove repetition and redundancies. At this time, these two policies, if still warranted, could be combined into one.

   As this is tied in with the Policy Statement Amendment Project, it may be beneficial to wait for the outcome before making amendments to these policies.

2. **Rules of Conduct**

There are two policies related to rules of conduct**; 2.1.1 Statutory Rules of Conduct** and **2.1.2 Standards of Conduct**. As these two policies deal with similar issues, they could be combined into one policy, and redundancies removed. At the same time, these two policies should be updated to reflect current conditions and legislation. Staff has recommended to Trust Council that the Standards of Conduct be updated. Trust Council has a grant from the Local Government Management Association (LGMA) to cover work on this topic, including workshops with trustees and legal advice to draft an updated code of conduct. As this is a separate project to review and update the Standards of Conduct, it may be beneficial to amend these policies as part of that project.

3. **Resolutions-without-meeting**
   There are three policies dealing with resolutions-without-meeting; **2.2.3 Trust Council Resolutions Without Meeting**, **2.4.2 Executive Committee and Islands Trust Conservancy Board Resolutions Without Meeting,** and **4.1.5 Local Trust Committee Section 26 Resolutions-without-meeting.** As all of these deal with policies related to when and how resolutions-without-meeting are to be used, they should be combined into a single policy. All three require amendments to bring them up to date. Records management staff has drafted a combined policy as the current three policies are confusing for staff. This draft is expected to be brought to Trust Council in September or December 2025.

   As staff has initiated an update to help address administrative requirements, no additional work on this is required.

4. **Trust Council Meeting Preparation**
   There are two policies related to Trust Council Meeting Preparation; **2.1.1 Requests for Decision(RFD)/Reports** and **2.2.2 Council Meeting Preparation.** These two policies could be combined into a single policy and better provide policy direction for written materials going to Trust Council agendas. Both policies will also need updating as much of the timelines and procedures are out of date, and in some instances repetitive of processes contained in Trust Council meeting procedures bylaw.

5. **Executive Committee**
   There are four policies dealing with the Executive Committee operations; **2.4.1 Executive Committee Terms of Reference, 2.4.3, Executive Committee Election, 2.4.4 Executive Committee Legislative Role** and **2.4.6 Executive Committee Meeting preparation.** All four of these could be combined into a single policy. All four require updating.

6. **Local Trust Committee Meetings**
   There are two policies related to local trust committee meetings; **4.1.1 Local Trust Committee Chair Guidelines,** and **4.1.2 Local Trust Committee Meeting guidelines.** These can be combined into one policy with edits to update.

7. **Local Trust Committee Model Bylaws**
   There are three model bylaws; **4.1.3 Model Local Trust Committee Meeting Procedure Bylaw, 4.1.4 Model Local Trust Committee Development Procedures Bylaw,** and **4.1.14 Model Development Permit Guidelines for Eagle, Raptor and Heron Habitat Protection.** These should be reviewed for relevance, and possibly combined into a single policy containing all local trust committee model bylaws.

8. **Advisory Planning Commissions**
   There are two policies related to advisory planning commissions; **4.2.1 Advisory Planning Commission Terms of Reference,** and **4.2.2 Advisory Planning Commission Operating**

Guidelines. These should be combined into one policy regarding advisory planning commissions.

9. **Application Processing Services**
   There are two policies related to application processing; **5.6.1 Application Processing Services,** and **7.2.4 Application Fee Refund.** Both of these policies should be combined into one.

10. **Priority Setting**
    There are two policies related to priorities; **6.2.1 Priority Setting/Review Guidelines,** and **6.7.1. Work Program, Follow-up Action List and Priorities Report.** As there are some redundancies between these policies, these should be combined into a single policy and updated.

11. **Budget Process**
    There are three policies related to the budgeting process; **6.3.1 Budget Process, 6.3.2 Special Property Tax Requisition,** and **6.6.1 By-Election Funding.** As all three of these policies deal with the process of developing a budget, they should be combined into one policy, but remain separate from the financial management policies.

12. **Financial Management**
    There are two policies related to financial management; **6.5.1 Reserves and Surplus,** and **6.5.2 Budget Control and Adjustment Authority.** As these policies deal with aspects of managing finances, they should be combined into one policy.

13. **Legal Advice**
    There are two policies related to provision and management of legal advice; **2.1.6 Legal Advice,** and **6.9.2 Legal Services Access and Management.** These should be combined into one policy and updated.

14. **Trustee Travel, Conference and Training**
    There are three policies related to trustee travel, conference attendance and training; **6.12.1 Trustee Training/Conference Attendance, 6.12.2 UBCM/AVICC Membership and Resolutions,** and **7.2.3 Trustee Travel.** These policies should be combined into one, and updated.

15. **Administrative and Procedural Fairness**
    There are four policies related to administrative fairness; **5.4.2 Procedural Fairness in Rezonings, 7.1.1 Administrative Fairness Principles, 7.1.2 Handling of Administrative Fairness Complaints,** and **7.1.5 Ombudsperson Referrals.** As all four of these policies are related and have overlapping policies, they should be combined into one policy and updated.

16. **Communications**
    There are three policies related to communications; **6.10.2 Communications, 7.1.4 Use of Islands Trust Letterhead,** and **7.1.6 Corporate Logo.** As these relate to communication they should be combined into one policy, with redundancies removed and updated.

17. **Correspondence**
    There are three policies related to correspondence; **7.1.7 Receipt of Confidential Information from External Government Organizations and Agencies, 7.4.1 Incoming Local Trust Committee Correspondence General,** and **7.4.2 Chair and Executive Committee**

Correspondence. As all of these deal with correspondence and have overlapping policies, these should be combined into one policy and updated.

18. **Freedom of Information and Protection of Privacy**
    There are two policies related to Freedom of Information and Protection of Privacy; **7.6.1 Freedom of Information and Protection of Privacy,** and **7.6.2 Freedom of Information and Protection of Privacy Procedures.** These two policies should be combined into one policy and updated.

The result of the above changes would be consolidation of policies that are similar or deal with similar topics. This will lead to removal of contradicting, repetitive and redundant policies. This step will include updating the policies as necessary, and those updates would be highlighted for Trust Council in the revised documents at the time of considering those amendments. The changes proposed above would combine 46 policies into 18 new policies, resulting in a reduction from 90 policies to 62 policies.

Most of the consolidations will simply reduce the number of policies, reduce repetition and in some cases contradiction. At the same time, policies should be reviewed to ensure they reflect the current needs of Trust Council. The policies that appear to require attention first would be those that affect the operation of Trust Council and its committees. Therefore, staff would recommend that the Governance Committee focus on the following policy groups:

- Trust Council Meeting Preparation
- Executive Committee
- Priority Setting
- Administrative and Procedural Fairness

The amendments proposed to these policies will not preclude further amendments as recommended by the Governance Committee, or any other Council Committee that may result from the work they are doing. This exercise is to consolidate, remove redundancies and repetition, and update policies to reflect today's legislation and best practices.

The Governance Committee may also wish to identify where there are gaps in policy; this would be better done once the current policies are up to date and consolidated. This process would involve a methodology to identify the gaps, and determine the appropriate policy to fill those gaps.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Resources would be provided by staff assigned to Governance Committee, with administrative support from the $6,000 budget provided.

FINANCIAL:
The recommendation would use the funds provided for this project.

POLICY:
No policy implications.

IMPLEMENTATION/COMMUNICATIONS:
Staff will forward recommended policies to Trust Council once drafts are approved by the Governance Committee.

FIRST NATIONS:

No First Nations implications.

OTHER:
No other implications.

4 RELEVANT POLICY(S):
All Trust Council policies are relevant to this Request for Decision.

5 ATTACHMENT(S):
All Trust Council policies are available on the Islands Trust Website at this link.

RESPONSE OPTIONS

Recommendation:
THAT the Governance Committee requests staff to draft a policy combining Trust Council policies, with recommended updates, in priority order:

1. 2.1.1 Requests for Decision (RFD)/Reports and 2.2.2 Council Committee Preparation;
2. 2.4.1 Executive Committee Terms of Reference, 2.4.3 Executive Committee Election, 2.4.4 Executive Committee Legislative Role and 2.4.6 Executive Committee Meeting preparation;
3. 6.2.1 Priority Setting/Review Guidelines, and 6.7.1 Work Program, Follow-up Action List and Priorities Report; and
4. 5.4.2 Procedural Fairness in Rezonings, 7.1.1 Administrative Fairness Principles, 7.1.2 Handling of Administrative Fairness Complaints, and 7.1.5 Ombudsperson Referrals.

Alternative:
Governance Committee could determine that, rather than focus on updating and consolidating current polices, to focus on gaps in policy, or another aspect of Trust Council policies.

Prepared By: **David Marlor, Director, Legislative and Information Services**

Reviewed By/Date: **Chief Administrative Officer/August 6, 2025**

BRIEFING

To:	**Governance Committee**	**For the Meeting of:**	August 13, 2025
From:	**Executive Office**	**Date Prepared:**	August 6, 2025
SUBJECT:	**Budget Requests for Fiscal Year 2026/27**		

PURPOSE: To provide the Governance Committee with information regarding potential Governance Committee work for Fiscal year 2026/27

BACKGROUND:
A review of Trust Council's Strategic Plan indicates that there are no items assigned to the Governance Committee for the 2026/27 Fiscal Year. Given this, the Governance Committee may want to consider requesting funding for the 2026/27 Fiscal Year for the following, in priority order:

1. For work existing projects that may not complete by the end of this Fiscal year (March 31, 2025); these include:
    a. Review of the recommendations in the 2022 Governance Report
    b. Review of Trust Council policies

2. For work identified in the Governance Committee Matrix identified as Urgent and High Priority:
    - Response to the Province Requesting a Review of Islands Trust
    - Meeting Process (Bylaw 101 & related policies) – **funded for 2025/26**
    - Review of Trustee Compensation Policy – **funded for 2025/26**
    - Strategic/Corporate Planning/Visioning process and related operational review
    - Secretariat/hiring in-house legal counsel – needs research
    - Prepare a Trust Council Session for review of Governance Report – **Held CoTW in 2025**
    - Election of Executive Committee and possible re-election same term

3. For work identified in the Governance Committee Matrix identified as Urgent and Lower Priority:
    - Communications
    - Advocacy

4. For work identified in the Governance Committee Matrix identified as Not Urgent and Important:
    - Committees Structure: Clear mandates, review of size, champion proposals to Trust Council
    - Make Mandate of Conservancy More Prominent

5. For work identified in the Governance Committee Matrix identified as Not Urgent and Lower Priority:
    - Information to Trustee Candidates Before Election
    - Recording of Negative Votes (forward to Executive Committee)

ATTACHMENT(S):

None

FOLLOW-UP:

As requested by the Governance Committee

Prepared By:	**David Marlor, Director, Legislative and Information Services**
Reviewed By/Date:	**Chief Administrative Officer/Aug 6, 2025**

BRIEFING

To:	Governance Committee	**For the Meeting of:**	August 13, 2025
From:	Chief Administrative Officer	**Date Prepared:**	July 31, 2025
SUBJECT:	**Update on the Corporate Planning Process**		

PURPOSE:

To provide an update to the Governance Committee on adoption of the Corporate Planning Process Framework approved by Trust Council.

BACKGROUND:

In response to a recommendation from the 2022 Islands Trust Governance Review Report, in 2023 the Governance Committee initiated the development of a new corporate planning process for Islands Trust. This work was led by a working group of members of the Financial Planning Committee, with support from the then Chief Administrative Officer.

That work resulted in a draft Corporate Planning Process Framework that was approved by Trust Council in September 2023. Subsequently, the initial phases of the process outlined in that framework were used to develop a new Trust Council Strategic Plan. Initially presented to Trust Council in September 2024, a revised and final draft of the Strategic Plan was not approved by Trust Council until March 2025.

While the approved Strategic Plan does not include some of the elements recommended in the corporate planning process (e.g. a vision statement and values), it effectively identifies Trust Council's goals, objectives and actions for the next four years, including priorities for the balance of the current council term. This includes a priority commitment (1.2.1) to "develop a corporate planning process to enable decision-making, workflow efficiency, resource tracking and relevant policy consolidation."

The next phase of implementing the planning process is the creation of department work plans that "outline the major actions and activities that each department will undertake to move specific Strategic Plan initiatives forward." The intent is for those work plans to help inform the annual budget cycle.

Current Context

In March 2025, the CAO advised Trust Council of the intent to initiate an internal review of Islands Trust operations to address a range of issues, including workload demands and staff recruitment and retention. That review is ongoing, with the intent to provide a final report to Trust Council before its December quarterly meeting.

While a draft template for department work plans has been developed, the CAO has asked senior staff to prioritize the operational review at this time. Moreover, it is possible that the outcomes of the operational review will substantively impact those department work plans. As a result, departmental work plans will not be completed in time to meaningfully inform the budget process for fiscal 2026/27. A revised timeline for completing department work plans is yet to be determined, but it is expected they will be complete before the end of the current fiscal year to inform the next year's budget process.

In the interim, staff will ensure that budget planning for fiscal 2026/27 is closely aligned with the Strategic Plan priorities and ensure that budget submissions accurately reflect current operational realities. This shift in timeline will also ensure that when departmental workplans are prepared to inform next year's budget cycle, they also accurately reflect the current year budget decisions.

Next Steps

While departmental work plans will be delayed until later this fiscal year, staff will re-engage the corporate planning working group to explore clarifying and refining aspects of the approved planning process.

For example, the framework speaks to "corporate planning process, that includes strategic planning," and the related briefing material from the September 2023 Trust Council meeting references a "corporate plan" as a distinct document. However, in other areas the framework seems to use the terms "corporate plan" and "strategic plan" interchangeably. Therefore, while the planning process was defined and approved, the actual output of that process is not entirely clear.

In addition, the approved process calls for a vision statement and set of values to inform the corporate plan. While Trust Council did initially conclude a vision statement in 2024, that was never applied. Similarly, while the framework referenced developing values and the potential to apply the September 2009 Governing Principles to that aspect of planning, but this was not resolved. And finally, the SWOT analysis aspect of the process originally conducted in June 2023 and noted as needing an annual review has also not been updated in the subsequent two years.

Consequently, staff recommend that it makes sense to address these outstanding issues and seek to more fully apply the corporate planning process with the next Trust Council following the fall 2026 election.

ATTACHMENT(S):

1. **N/A**

FOLLOW-UP: Staff will support the ongoing adoption of the Corporate Planning Process Framework as described above.

Prepared By: Chief Administrative Officer/August 1, 2025

Active Projects Report

Governance Committee

1. *Review of Governance Report*	Responsible	Dates
Activity: Prepare Trust Council session for review of Governance Report.		Rec'd: 09-Nov-2023 Target: 17-Jun-2025

2. *Corporate Planning*	Responsible	Dates
Activity: Continue implementation of enhanced corporate planning processes: Visioning - complete; Values - skipped; SWOT - complete; Strategic Plan - in progress; Departmental work plans - upcoming; incorporating work plans into the financial plan - upcoming.		Rec'd: 17-Apr-2023 Target: 16-Sep-2025

3. *Meeting process (Bylaw 101 and policies)*	Responsible	Dates
Activity: Review and recommend amendments to the Trust Council Meeting Procedure Bylaws 101 and related policies to address the concerns raised by Great Northern Management Consultants in the 2022 Governance Review Report of the Islands Trust.	David Marlor	Rec'd: 17-Apr-2023 Target: 16-Sep-2025

Governance Committee

4. *Secretariat and/or in-house legal counsel*	Responsible	Dates
Activity: Consider opportunities to hire a Trust Council secretariat or in-house legal counsel, and any associated implications to the Islands Trust.	David Marlor	Rec'd: 11-Apr-2023 Target: 02-Dec-2025

5. *Policy 7.2.1 Trustee Remuneration - Review and Update*	Responsible	Dates
Activity: Review and update Trust Council's Policy 7.2.1 Trustee Remuneration in line with the UBCM Council and Board Remuneration Guide.	Julia Mobbs	Rec'd: 12-Jan-2024 Target: 30-Sep-2025

Islands Trust
Governance Committee
Work Program Matrix

August 13, 2025

Forward to Trust Council

<u>LEGEND</u>:
- • Not Started
- ➢ In-progress
- ✓ Complete

Not Urgent, Important	**Urgent, High Priority**
• Committees Structure: Clear mandates, review of size, champion proposals to Trust Council • Make Mandate of Conservancy More Prominent	➢ Response to the Province Requesting A Review of Islands Trust • Meeting Process (Bylaw 101 & related policies) • Review of Trustee Compensation Policy ➢ Strategic/Corporate Planning/Visioning process and related operational review • Secretariat/hiring in-house legal counsel - needs research ➢ Prepare a Trust Council Session for review of Governance Report • Election of Executive Committee and possible re-election same term
Not Urgent, Lower Priority	**Urgent, Lower Priority**
• Information to Trustee Candidates Before Election • Recording of Negative Votes (forward to Executive Committee)	*These items require preparation of other policies before they can be effectively addressed.* • Communications • Advocacy

<u>Non-Urgent, Important items under close examination by other Council Committees</u>
- Local planning issues: OCP numbers & updates (Regional Planning Committee)
- Policy Statement Update (Trust Programs Committee and Executive Committee)
- Trustee Leadership Development

<u>Matters Outside Our Jurisdictions</u>

Urgent and Important
- First Nations representation (possible referral to First Nations committee if it gets established, otherwise multiple protocol agreements not considered in report)

Not Urgent, Not Priority
- Representation of provincial interest on TC - simple idea, complex in execution, multiple solutions.