Islands Trust

Governance Committee
Revised Agenda

Date: Monday, November 3, 2025
Time: 10:00 am - 3:00 pm
Location: Electronic Zoom Meeting

Pages

1. CALL TO ORDER

2. AGENDA

2.1 New Items and Re-Ordering of the Agenda 3 - 3

Late item from Chair Gedye - revised Matrix

2.2 Approval of Agenda

3. PUBLIC COMMENT PERIOD

4. DELEGATIONS

None.

5. CORRESPONDENCE

None.

6. ADMINISTRATIVE COORDINATION

6.1 Draft Minutes of Previous Meetings

6.1.1 Governance Committee minutes of August 13, 2025 4 - 8

For review and approval

6.2 Resolutions Without Meeting

None.

6.3 Follow up Action List 9 - 11

For review

7. BUSINESS - WORK PROGRAM ITEMS

7.1 Trust Council Direction on 2022 Governance Report Recommendations - Briefing 12 - 13

7.2 Trust Council Policy 7.2.1 (Trustee Remuneration) - Verbal Update

8. BUSINESS - OTHER

8.1 Governance Committee 2026/27 Budget Request - Trust Council Policies Review Project - Request For Decision 14 - 19

That Governance Committee recommend to Trust Council the following 2026/27 budget request for inclusion in the draft 2026/27 budget:

1) $6,000 for continuation of Trust Council policies review project.

8.2 Consolidation of Two Trust Council Policies (2.2.1 - Request For Decision and 2.2.2 - Council Meeting Preparation) - Briefing 20 - 32

8.3 Consolidation of Three Trust Council Policies in regards to Resolutions Without Meeting - Verbal Update

Staff initiated project

8.4 Proposed Governance Committee 2026/2027 Meeting Schedule - Request For Decision 33 - 35

1. That Governance Committee adopt the proposed meeting dates of April 29, July 15, October 8, and November 25 of 2026 and of January 13, 2027 for the 2026/27 fiscal year.

2. That Governance Committee direct staff to schedule all adopted Governance Committee meeting dates as electronic meetings.

9. BUSINESS - NEW

10. WORK PROGRAM 36 - 38

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

11. NEXT MEETING

Wednesday, January 28, 2026, from 10:00 a.m. to 3:00 p.m.

12. 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.

13. RISE AND REPORT

If requested

14. ADJOURNMENT

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

>>>>>>**URGENCY** >>>>>>>>>

NOT IMMEDIATE but IMPORTANT	URGENT and HIGH PRIORITY
* Compensation * Info to candidates before election * Meeting process (bylaw 101 & policies) * Secretariat/ In-Hse counsel	* Election of Executive Committee * Strategic/Corporate Planning process / management review * Help Trustees fulfil their roles
NOT IMMEDIATE and LOWER PRIORITY * Committees - clear mandates/ size & numbers/ champion proposals to TC * Help Trustees understand their roles * Response to Prov. re: review of ITA * Representational differences	**URGENT but LOWER PRIORITY** [when prioritized by TC] * Communications * Advocacy * mandate of Conservancy more prominent ("exploiting potential for synergy")

MATTERS OUTSIDE OUR JURISDICTION WHICH WE CONSIDER URGENT & IMPORTANT

* First Nations representation (possible referral to 1st N Cttee if it gets established, otherwise multiple protocol agreements exist which were not considered in Governance report)

MATTERS OUTSIDE OUR JURISDICTION WHICH WE CONSIDER NEITHER URGENT NOR A PRIORITY

* Representation of provincial interest on TC - simple idea, complex in execution, multiple solutions.

MATTERS WE CONSIDER IMPORTANT BUT NOT URGENT BCZ EXAMINED BY OTHER COMMITTEES

* Local planning issues - OCP numbers & updates (Regional Planning)
* Policy Statement (Trust Planning Committee and Executive Committee)
* Leadership development (EC?)

COMPLETED

* Section 3. Islands Trust Act/mandate
* recording of negative votes (forward to Executive Committee)

Governance Committee
Minutes of a Regular Meeting

Date:	**August 13, 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 Regrets:	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 10:01 a.m. and provided a territorial acknowledgement.

2. AGENDA

2.1 New Items and Re-Ordering of the Agenda

The following addition to the agenda was presented for consideration:
- a discussion of the verbal report that Chair Gedye will be providing at the September Trust Council meeting.

2.2 Approval of Agenda

By general consent the agenda was approved as amended.

12. RISE AND REPORT

Chair Gedye reported from the closed Governance Committee meeting of April 9, 2025, that:

- the February 23, 2024 Governance Committee in-camera meeting minutes were adopted as presented.
- Governance Committee received legal advice in regards to election of the Executive Committee.

3. PUBLIC COMMENT PERIOD

No member of the public was present.

4. DELEGATIONS

None.

5. CORRESPONDENCE

None.

6. ADMINISTRATIVE COORDINATION

6.1 Draft Minutes of Previous Meeting

6.1.1 Governance Committee minutes of April 9, 2025

By general consent the Governance Committee minutes of April 9, 2025 were approved as presented.

6.2 Resolutions Without Meeting

6.2.1 Governance Committee RWM 2025-01 – Approval of Governance Committee Section of Annual Report

6.3 Follow up Action List

Received for information.

7. BUSINESS - WORK PROGRAM ITEMS

7.1 2022 Governance Review Report – Next Steps

Chair Gedye introduced the topic. Committee discussion included:

- whether the Committee should ask Trust Council how Trust Council wants to address the issue
- the review of the 2022 Governance report has been delegated to the Governance Committee
- Trust Council has not had a fulsome discussion of the topic and has not provided specific priorities or direction to Governance Committee

- on May 13, 2025, the Committee of the Whole (COW) discussed some aspects of the Governance Review Report and provided some recommendations
- the content of the Request For Decision at the COW meeting of May 13, 2025 is complex and could be improved in how it was presented in order to avoid confusion
- the possibility of developing a Request For Decision to be provided to Executive Committee by September 3rd in order to place a discussion on the Trust Council September agenda.

GC-2025-026
It was MOVED and SECONDED,
that Governance Committee amend recommendations L and M of the June 17, 2025 Request For Decision by:

1. move Recommendation 9 from L to be the first bullet in M and remove all text from the word "Pending" to end of sentence
2. move recommendations 15 from L to M to follow E (underway by staff) and remove all text from the word "pending" to the end of the sentence
3. remove all of the text from the word "Pending" to the end of the sentence in recommendation 10 under L.

CARRIED

GC-2025-027
It was MOVED and SECONDED,
that Governance Committee request staff to draft a Request For Decision for Trust Council that recommends recommendations L and M of the June 17, 2025 Request For Decision, as amended, updates all of the recommendations into a table format to clearly support recommendations of the Governance Committee to Trust Council, and that the Chair of the Governance Committee be authorized to review the Request For Decision's language of presentation on behalf of the Governance Committee.

CARRIED

7.2 Review of Trust Council Policies – Request for Decision

Committee discussion included:

- possibility of transferring responsibility for review of certain policies wholly to other standing committees
- the history of policy development in Islands Trust
- the aims of the project are:
  - to separate Trust Council policies from operational practices and procedures
  - remove redundancies and duplications
  - correct inaccuracies
  - clarify confusions
  - simplify
  - combine where appropriate

GC-2025-028
It was MOVED and SECONDED,
that Governance Committee request staff to draft a policy combining Trust Council policies, with recommended updates, in priority order:

1. 2.2.1 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.

CARRIED

Governance Committee recessed at 11:38 a.m. and resumed at 11:48 a.m.

7.3 Remuneration Review – Verbal Update

Directors Marlor and Mobbs introduced the agenda item, indicating that there is a budget in the current fiscal year to hire a consultant to review trustee remuneration policy and that any change to that policy would not take effect until after the October 2026 election of a new term of office. It was also noted that the Financial Planning Committee had done an initial review of the policy but had not set any remuneration values for trustee work nor reviewed the methodology that could be used to set those values. That would be the essence of the work to be conducted by a consultant.

Committee discussion included whether the Governance Committee wishes to review a proposed Request For Proposal for a consultant. It was clarified that under the Islands Trust procurement process, it is staff's responsibility to oversee the procurement process and make the decision as to who the selected consultant would be, which means the Governance Committee would not be involved in that.

7.4 Budget 2026/27 Business Cases - Briefing

Director Marlor introduced the Briefing, noting that there is no identified activity for the Governance Committee in the current strategic plan. Committee discussion included:

- potential business cases for funding for activities that the Governance Committee is responsible for, such as the review of the recommendations of the 2022 governance report and the review of Trust Council policies

Trustee Bernardo left the meeting at 12:15 p.m.

GC-2025-029
It was MOVED and SECONDED,

that Governance Committee request staff to develop a business case for fiscal year 2026/27 for the continuation of the policy review project.

CARRIED

7.5 Corporate Planning Process - Briefing

Chief Administrative Officer Bronee spoke to the Briefing. Committee discussion included that the goal is to have a corporate plan in place that can direct the budget process. The Committee expressed their support for the process.

8. BUSINESS - NEW

None.

9. WORK PROGRAM

The Committee reviewed its Work Program, which includes the Active Projects and the Priority Matrix. No changes to either document were proposed.

10. NEXT MEETING

Monday, November 3 2025, 10:00 a.m. to 3:00 p.m. to be held electronically.

11. CLOSED MEETING

None.

13. ADJOURNMENT

By general consent the meeting was adjourned at 12:35 p.m.

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Judith Gedye, Chair

Certified Correct:

____

Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.

Print Date: October 27, 2025

Follow Up Action Report

Governance Committee

09-Apr-2025

Progress		Activity	Responsibility	Dates	Status
25%	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. (This is just starting, will be ready for March 2026)	David Marlor Julia Mobbs	Target: 15-Mar-2026	In Progress

13-Aug-2025

Progress		Activity	Responsibility	Dates	Status
100%	1	staff to draft a Request For Decision for Trust Council that recommends recommendations L and M of the June 17, 2025 Request For Decision, as amended, updates all of the recommendations into a table format to clearly support recommendations of the Governance Committee to Trust Council, and that the Chair of the Governance Committee be authorized to review the Request For Decision's language of presentation on behalf of the Governance Committee.	David Marlor	Target: 26-Aug-2025	Completed
10%	2	staff to draft a policy combining Trust Council policies, with recommended updates, in priority order: 1. 2.2.1 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.	David Marlor	Target: 31-Mar-2026	In Progress

Print Date: October 27, 2025

Follow Up Action Report

Governance Committee

13-Aug-2025

Progress	Activity		Responsibility	Dates	Status
100%	**3**	staff to develop a business case for fiscal year 2026/27 for the continuation of the policy review project.	David Marlor	Target: 26-Aug-2025	Completed

Islands Trust

Follow Up Action Report

Governance Committee

18-Sep-2025

Progress	Activity	Responsibility	Dates	Status
25%	1 **Trust Council Direction:** that the Governance Committee prioritize the following recommendations of the 2022 Governance Report: · recommendation 1 [Election of Trust Council leadership]; · recommendation 11 [adoption of comprehensive, multi-year planning document], and · recommendation 7 [helping trustees fulfil their roles], with the understanding that: - recommendation 3 [committee membership], - recommendation 4 [committee mandates], - recommendation 5 [roles of committees], and - recommendation 6 [helping trustees understand their roles] - recommendation 8 (secretary to Trust Council) and - recommendation 15 [Trustee Compensation] will be undertaken by staff as appropriate, and: · recommendation 12 [communications and engagement], · recommendation 13 [management alignment with Trust Council] and · recommendation 14 [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust] will be undertaken when prioritised by Trust Council. <u>AND</u> that work not be undertaken any further on the following recommendations of the 2022 Governance Report: - recommendation 2 [number of committees and committee mandates]; - recommendation 10 [provincial representation]; and - recommendation 9 [First Nations representation]	David Marlor	Target: 30-Nov-2025	In Progress

Islands Trust

BRIEFING

To:	**Governance Committee**	**For the Meeting of:**	November 3, 2025
From:	**Legislative and Information Services**	**Date Prepared:**	October 27, 2025
SUBJECT:	**Trust Council Direction – 2022 Governance Report Recommendations**		

PURPOSE: To advise the Governance Committee of the priorities regarding the 2022 Governance Report recommendations.

BACKGROUND:
At its regular meeting in September 2025, Trust Council considered recommendations from the Governance Committee on work priorities to address the 2022 Governance Report recommendations. Trust council passed the following motions:

That Trust Council request Governance Committee to prioritise the following recommendations of the 2022 Governance Report:

- *recommendation 1 [Election of Trust Council leadership];*
- *recommendation 11 [adoption of comprehensive, multi-year planning document], and*
- *recommendation 7 [helping trustees fulfil their roles],*

with the understanding that:

- *recommendation 3 [committee membership],*
- *recommendation 4 [committee mandates],*
- *recommendation 5 [roles of committees], and*
- *recommendation 6 [helping trustees understand their roles]*
- *recommendation 8 [secretary to Trust Council] and*
- *recommendation 15 [Trustee Compensation]*

will be undertaken by staff as appropriate, and:

- *recommendation 12 [communications and engagement],*
- *recommendation 13 [management alignment with Trust Council] and*
- *recommendation 14 [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust]*

will be undertaken when prioritised by Trust Council.

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 10 [provincial representation]; and*
- *recommendation 9 [First Nations representation].*

Given the above resolutions, the Governance Committee should consider amending its work program to prioritise:

- Election of Trust Council leadership;
- adoption of comprehensive, multi-year planning document,
- helping trustees fulfil their roles

Election of Trust Council leadership (Islands Trust Executive Committee) timing is set by legislation and must occur at the first Trust Council meeting. However, how this works and timing during that meeting can be tweaked to address concerns. As the next local government election is on October 17, 2026, this item is time sensitive.

Helping trustees fulfil their role could be considered time sensitive if the intent is to have a program in place for implementation with the new term of trustees. This could include consideration of orientation materials, pre-election material for likely candidates, and on-going training for trustees throughout the term.

The adoption of a comprehensive, multi-year planning document is a continuation of the corporate planning approach already begun. A framework that could guide the new council in November 2026 would be an appropriate means to setup the new council for using this tool. The Chief Administrative Officer is considering this issue as part of his operational review and may bring forward relevant recommendations as part of the report on that review for December’s Trust Council.

ATTACHMENT(S):

None

FOLLOW-UP:

As determined by the Governance Committee.

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

Reviewed By/Date: **Chief Administrative Officer/Oct 29, 2025**

Islands Trust

REQUEST FOR DECISION

To:	Governance Committee	**For the Meeting of:**	November 3, 2025
From:	Legislative and Information Services	**Date Prepared:**	October 28, 2025

SUBJECT: Governance Committee 2026/27 Budget Request

RECOMMENDATION:
That Governance Committee recommend to Trust Council the following 2026/27 budget request for inclusion in the draft 2026/27 budget:

1) **$6,000 for continuation of Trust Council policies review project.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The recommendation will allow staff administrative time to be freed up to undertake work on consolidating and updating Trust Council policies as requested by the Governance Committee.

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1 **PURPOSE:** To seek Executive Committee (EC) decision on its 2026/27 budget requests for Information Services.

2 **BACKGROUND:**
At its regular business meeting on August 13, 2025, the Governance Committee passed the following motion:

> *That the Governance Committee request staff to develop a business case for fiscal year 2026/27 for the continuation of the policy review project.*

Staff has developed the attached business case to support this request. The ask is for $6,000 to allow staff to bring in administrative support to allow for time to focus on making amendments and consolidations of Trust Council policies at the direction of the Governance Committee. This business case is similar to the business case submitted last year for the original $6,000 request; these funds will be used over the next five months and will be used by the end of the current fiscal year.

IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: Approval of these budget requests will:

- Allow administrative staff to undertake the work of the Governance Committee for the policy review project.

FINANCIAL: If approved as part of the 2026/27 budget and financial plan, these funds will be secured for the coming fiscal year.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will forward Governance Committee's budget request to Trust Council for inclusion in the draft 2026/27 budget.

FIRST NATIONS RELATIONS: None

OTHER: None.

3. **RELEVANT POLICY:** Trust Council Policy 6.3.1 Budget Process

4. **ATTACHMENT(S):**
   1. Policy Review Project Business Case for Fiscal Year 2026/27.

RESPONSE OPTIONS

That Governance Committee recommend to Trust Council the following 2026/27 budget request for inclusion in the draft 2026/27 budget:

1) $6,400 for continuation of Trust Council policies review project.

Alternative: Governance Committee may pass alternate resolutions for budget requests.

Prepared By: David Marlor, Director, Legislative and information Services

Reviewed By/Date: Chief Administrative Officer/October 28, 2025

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision-making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):

Governance Committee

GC-2024-041
That Governance Committee approve the Policy Review Business Case and forward to Financial Planning Committee for inclusion in the 2025/26 fiscal Year budget with an increased budget to a total of $10,000.</td>
<td rowspan="4"><u>Budget Source</u> (select all that apply):

☐ Specific Project Funding (select all that apply)
X Third Party Contractors/Temp Staff
☐ Staff Travel Expense
☐ Staff Overtime Expense
☐ New Staff Member – Temporary for project
☐ Computer Hardware/Software

☐ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

☐ New Staff Resources (see Staff Costing Tool)
☐ Permanent
☐ Temporary
Temp Duration:
____

☐ Other – please describe:
____________________</td></tr>
<tr><td>Department:

Legislative and Information Services</td></tr>
<tr><td>Name of Request:

Trust Council Policies Review (continuation)</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year):

$6,000</td></tr>
<tr><td>Date of Submission to Finance:

November 2025</td><td>Funding Required for (date range):

April 1, 2026 to March 31, 2027</td></tr>
<tr><td colspan="2">TIE TO ISLANDS TRUST GUIDING DOCUMENTS: (Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.

To be considered for approval by Governance Committee on November 3, 2025

This is a continuation of a project started in FY2025/26.

Trust Council's Object – no
Strategic Plan item – no
Policy Statement directive – no
Council bylaw – no</td></tr>
</table>

Work programs – no, however Trust Council has passed a resolution at its September 2023 meetings which lives on their FUAL:

> *2023-061*
> *that Trust Council request staff to review, update and report back to Trust Council with recommendations for amendments to Trust Council policies, and where possible, combine similar policy documents to reduce redundancies.*

ISSUE/OPPORTUNITY: *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Background:
Trust Council began developing policies in 1992 following the significant update to the *Islands trust Act.* Policies are intended to provide direction in various areas of the operations of the Islands Trust. There are currently 91 policies divided into the following areas:

- Islands Trust Policy Statement (2 policies)
- Trust Council and its Committees (23 policies)
- Local Trust Committee, Advisory Commissions and advisory Groups (12 policies)
- Land Use Planning, Bylaws and Mapping (14 policies)
- Operations, the Budget Process, Elections and Communications (19 policies)
- Administrative Activities such as finance and Freedom of Information (18 policies)
- Human Resources (2 policies)
- Islands Trust Conservancy Joint Policy (1 policy)

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.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

This project would:

- 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

RISK ASSESSMENT: *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*

The risk is low in regards to whether or not this project is completed by end of term. The nature of the project is flexible and is intended to establish a framework for maintaining and updating Trust Council policies into the future.

Out of date or lack of policies around real estate management and maintenance could be a risk for the organisation. Mitigation would involve flagging these in the review process and prioritising them for update or development.

ALTERNATIVES CONSIDERED: (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

Option 1: Undertake the work by staff for Trust Council
Benefits – less expensive to undertaken
Risks – the project would need to be assigned to a committee and given priority
Financial implications – staff time including additional administrative staff support to provide capacity ($4,000) and legal review ($2,000)
Resource requirements – staff time could be significant given the volume of policies
Other implications – Other projects may be delayed

Option 2: Undertake the work by a consultant
Benefits – consultant can bring a different perspective, and will not impact largely on existing staff resources assuming consultant understands the unique structure of the Islands Trust.
Risks – need to find an appropriate consultant with understanding of the unique structure of the Islands Trust, and risk the consultant may misunderstand the needs of Islands Trust in relation to policies.
Financial implications – consultant ($15,000) and legal review ($2,000) – note that consultant fees could be substantially higher depending on scope – this estimate is to establish the policy and structure, and does not include systematic review of each policy.
Resource requirements – some staff time would be required to manage the contract, and substantial staff time could be consumed depending on how familiar the consultant is with the unique structure of the Islands Trust.
Other implications – No other implications identified.

Option 3: Not review Trust Council policies
Benefits – allow Trust Council to focus on other projects of importance
Risks – out-of-date policies could be a risk to the organisation, and lead to poor and out-of-date procedures
Financial implications – potential savings from changing policy direction could be lost.
Resource requirements – None
Other implications – None

CRITICAL SUCCESS FACTORS: (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Clear Trust Council policy and program for maintaining and updating Trust Council policies on a regular scheduled basis.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 1. This option is the most effective, given that the work would be undertaken by staff with working experience and familiarity with the policies, and the structure of the Islands Trust. The $4,000 earmarked for administrative support, will allow “as and when” administrative staff to be brought in as needed to help with the project, or to backfill to allow more experienced staff undertake the review work with the Governance Committee.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Savings would be mostly intangible. That is, completion of the project would result in lower risk to the organisation, and certainty around procedures. Removal of redundancies, or no longer appropriate policies may result in improved governance efficiencies.
PURCHASING PROCEDURE: (*Describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)* Legal review as per Trust Council policy.
PROPOSED IMPLEMENTATION STRATEGY: *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)* Work would be largely administrative and undertake by administrative staff assigned to Governance committee, with funding for legal support.
STAFF RESOURCING: *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)* Undertaken by administrative staff assigned to Governance Committee. Prioritisation of this project would be required.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: (*Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?) Recommendation would be forwarded to Trust Council for adoption.

Requested by Governance Committee

Prepared by David Marlor, Director, Legislative and Information Services.

Reviewed by Governance Committee, November 3, 2025

BRIEFING

To:	**Governance Committee**	**For the Meeting of:**	November 3, 2025
From:	**Legislative and Information Services**	**Date Prepared:**	October 29, 2025
SUBJECT:	**Trust Council Policy 2.2.1 Request for Decisions, and Policy 2.2.2 Council Meeting Preparation**		

PURPOSE: To provide the Governance Committee with an update on the existing policies in relation to requests for decisions and council meeting preparation.

BACKGROUND:
At its regular meeting on August 13, 2025, the Governance Committee passed the following motion:

> *that Governance Committee request staff to draft a policy combining Trust Council policies, with recommended updates, in priority order:*
>
> 1. *2.2.1 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.*

Staff has reviewed the first priority [*2.2.1 Requests for Decision (RFD)/Reports and 2.2.2 Council Committee Preparation]* and has included comments on the policies in the attachments to this briefing. The Governance Committee may want to provide comment before staff develop a revised policy that updates the policies, addresses the issues raised, and combines the two policies into one policy.

ATTACHMENT(S):

1. Policy 2.2.1 Requests for Decision
2. Policy 2.2.2 Council Meeting Preparation

FOLLOW-UP:

Staff will bring a draft revised policy with a Request for Decision back to the Governance Committee and incorporating any comments heard at this meeting. Further follow-up as requested by Governance Committee.

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

Reviewed By/Date: Chief Administrative Officer/October 29, 2025

Policy:	2.2.1
Approved By:	Trust Council
Approval Date:	September 12, 1992
Amendment Date(s):	
Policy Holder:	Chief Administrative Officer

REQUESTS FOR DECISION (RFD)/REPORTS

Purpose

To establish a process and format for presenting Requests for Decision and Reports being presented to Trust Council and Council committees. The intent of this policy is to:

1. ensure presentation readability and consistency.
2. help highlight relevant policy and resource allocation implications.
3. provide a framework for providing information for decision-making.
4. ensure that Council is offered a full range of options for consideration.
5. establish the Corporate Secretary as the focal point for information quality and monitoring resource/policy implications.

A. Definitions

n/a

B. Policy

1. All items being submitted to Trust Council and Council committees requiring them to consider making a decision should be submitted, or summarized if a report is prepared, on a Request for Decision (RFD) form.
2. All RFDs being submitted to the Executive Committee or Trust Council shall be reviewed for comment and signed by the Chief Administrative Officer before presentation.
3. All RFDs submitted to Trust Council shall also be reviewed for comment and recommendation by the Executive Committee at their meeting preceding the distribution of the Trust Council agenda package. (This meeting is generally three to four weeks before the quarterly Trust Council meeting date.)
4. Any RFD not received by the Executive Committee before Trust Council package distribution will not be included in the Trust Council package mail out (two weeks before Trust Council meetings).
5. Late topics may be included in the Trust Council agenda and noted as having "information pending". These "late" RFDs may be reviewed by the Executive Committee during their meeting immediately preceding the quarterly Trust Council meeting. (This meeting is generally

the day before Trust Council meets). The Executive Committee may forward the "late" RFDs to Trust Council as a handout during the Trust Council meeting. The above processing of late RFDs will be at the discretion of the Executive Committee.

6. A late Request for Decision topic listed in the Trust Council agenda, or received after Trust Council agenda package distribution, may be moved to new business if considered incomplete by the Executive Committee so that the item can still be discussed as a basis for further development of an RFD to be presented in a future Trust Council agenda.

7. All items being submitted to a Council committee involving a significant change in the allocation of human and fiscal resources or policy shall be submitted, or summarized if a report is prepared, on a Request for Decision form that has been reviewed and signed by the Chief Administrative Officer.

C. Legislated References

Policy and Procedures Manual: Council Meeting Preparation (2.2.2)

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

1. Attachment 1: Request for Decision (Annotated)

2. Attachment 2: Committee Report

Attachment 1

ISLANDS TRUST

REQUEST FOR DECISION

(ANNOTATED)

DATE: *month/day/year*

TO: *Decision-making Body* **Target Decision Date:** *For Final Approval*

SUBJECT: *TITLE TO BE SAME AS LISTED IN AGENDA - (BOLD CAPITALS)*

RECOMMENDATION: ***Clear decision request with specific directions, i.e., action by whom, when and how.***

CHIEF ADMINISTRATIVE OFFICER (OR DESIGNATE) **COMMENTS**: *support/non-support for recommendation, alternative/further recommendation, and general comments.*

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: *Projected for existing work programs, staff workloads, and other aspects of the organization.*

FINANCIAL: *Source of existing or new funding; longer term implications, financial authority for funding transfer or new funding requests.*

IMPLEMENTATION/COMMUNICATIONS: *List key targets to implement and/or to communicate the recommendation if approved.*

OTHER: *By Staff, Management and Committees.*

BACKGROUND

REPORT/DOCUMENT: **Attached** ☐ **Available** ☐ **N/A** ☐

KEY ISSUE(S)/CONCEPTS(S): *State specifically the key components of the subject to be addressed.*

RELEVANT POLICY: *State relevance to existing Trust mandate, bylaws, policies and procedures and/or other government legislation.*

DESIRED OUTCOME: *State results(s) expected to occur through taking action on the subject (not how it is to*

---

be dealt with).

RESPONSE OPTIONS

Recommended:

Alternatives:
- *Present various response options to achieve desired outcome(s) with "pros/cons" analysis highlights for each; or*
- *Outline proposal highlights to take action on the subject.*

PREPARED BY:		**REVIEWED BY EXECUTIVE COMMITTEE**:
SUBMITTED BY:		
REVIEWED BY:	Chief Administrative Officer (or designate)	**OTHER REVIEW:**

Attachment 2

ISLANDS TRUST
COMMITTEE REPORT

To: **Trust Council**
From: **Committee Name** **Date: day/month/year**

WORK PROGRAM (Top Three Priorities)

1.

Current

-
-

Planned

-
-

2.

Current

-
-

Planned

-
-

3.

Current

-
-

Planned

-
-

WORK PROGRAM STATUS

-
-

TRUST COUNCIL MEETING - REQUEST FOR DECISION ITEM(S)

1.

2.

UPDATE (on Meetings, Agency Liaison, Resource Requirements, etc.)

1.

______________________________ ______________________________

Designate Staff **Chair**

Policy:	2.2.2
Approved By:	Trust Council
Approval Date:	June 11, 1994
Amendment Date(s):	June 13, 2008; September 11, 2008
Policy Holder:	Chief Administrative Officer

COUNCIL MEETING PREPARATION

Purpose

To provide direction and details for the preparation, conduct and follow up requirements for Trust Council meetings including agenda submissions, Executive Committee and director's roles, minutes, meeting program elements, and meeting program principles.

A. Definitions

n/a

B. Policy

1. Agenda

1.1 Submission Format

All written items being submitted to Trust Council for decision should be processed through the use of a Request for Decision (RFD) form with appropriate accompanying reports and/or documents.

1.2 Agenda Item Submissions

The following provides targets and deadlines for the submission of items for a Trust Council meeting:

1.2.1 At Meeting

Items may be added to the agenda as new business at the meeting by notifying the Chair and receiving approval from a majority of the members of Trust Council.

1.2.2 Late Written Items

One week before the Trust Council meeting is the deadline to submit late RFD's, or RFD reconsideration for Executive Committee review prior to being presented to Trust Council at the start of its meeting.

1.2.3 Written Items for Agenda Package

The deadline to submit RFD's for Executive Committee review, prior to being included in the distributed Trust Council agenda package, is one week prior to the last regular Executive Committee meeting that is held before the week of the Trust Council meeting.

1.3 Executive Committee and Chief Administrative Officer Roles

1.3.1 Ongoing Liaison

It is suggested that committees, trustees and/or staff may forward reports and/or preliminary RFD's for items going to Trust Council to the Executive Committee for its preliminary feedback before the above-noted deadlines for formal submission.

1.3.2 Executive Committee Review

All written items being submitted to Trust Council must be submitted for review by the Executive Committee.

Commented [AT1]: Interesting it says reviewed but not approved or adopted by…

Commented [RB2R1]: Indeed – would be good to discuss with David the implications of this. I also don't see anywhere that says EC actually approves the agenda either. But maybe that is captured somewhere other than this policy

Commented [DM3R1]: Yes they are not actually approving the agenda, just reviewing items to ensure they are ready and fit for the agenda. This could be something to consider changing and be a good one for governance committee as part of its policy review program to get into. Technically TC approves the agenda on adoption at start of the meeting, but somebody should be approving what goes on there.

1.3.3 Executive Committee Role

The Executive Committee is responsible for reviewing all RFD's being submitted to Trust Council and may:

1.3.3.1 add its noted editorial comments including an alternate recommendation which does not alter the submitter's intent in its RFD;

1.3.3.2 submit an additional RFD highlighting substantive comments which do alter the submitter's intent, including an alternate recommendation. This RFD will be added to the submitter's, or preferably replace the original RFD, based on agreement by the submitter;

1.3.3.3 return the RFD, and/or attached information if incomplete, for resubmission as a "late" item and therefore not to be included in the distributed agenda package.

1.3.4 Chief Administrative Officer (CAO) Review

All written items being submitted to the Executive Committee must be submitted to the Executive Coordinator or CAO in advance of the above-noted deadlines.

1.3.5 Chief Administrative Officer Role

The CAO is responsible to receive all RFD's for review and comment relative to:

1.3.5.1 policy, organizational, financial and implementation implications;

1.3.5.2 identification and evaluation of alternatives;

1.3.5.3 relevance to current organizational priorities;

1.3.5.4 general completeness as quality information from which Trust Council can make a decision;

1.3.5.5 processing agenda items through the Executive Committee.

1.4 Agenda Notification/Distribution

1.4.1 Preliminary Agenda Program

It is intended that Trust Council, at each quarterly meeting, will endorse a preliminary meeting program as the basis for the Executive Committee to prepare the next quarterly meeting.

Commented [AT4]: Trust Council currently doesn't endorse the agenda, but rather receives it for information. Should I put a "By general consent" blurb on the agenda under this item to prompt them?

1.4.2 Follow-up Action

RFD's or Council resolutions requiring further action by, or reporting back to Trust Council, should set a targeted quarterly meeting for this follow-up as a basis for the Executive Committee to prepare Trust Council business meeting agendas.

1.4.3 Proposed Meeting Program Distribution

A proposed meeting program and a request for notice of new business will be circulated to all trustees and senior staff for information approximately five weeks before the Trust Council meeting date.

1.4.4 Agenda Package Distribution

The proposed agenda package will be distributed to all trustees and senior staff at least two Tuesdays before the Trust Council meeting date. For clarity, the proposed agenda package will be distributed to all trustees who are members of a local trust committee, whether or not they are members of Trust Council.

Commented [AT5]: Currently it is being distributed only one Tuesday prior to. Change?

Commented [DM6R5]: And different to Bylaw 101 – bylaw 101 prevails

1.4.5 Agenda Reference

A complete agenda package for the Trust Council meeting will be kept in the Trust's boardroom for review and future reference.

Commented [AT7]: This is not happening. Do we need to do this anymore now that we are moving towards paperless?

Commented [DM8R7]: No we don't. This is out of date.

1.4.6 Media Notification

A News Release on the proposed agenda will be:

1.4.6.1 posted on the Islands Trust website;

1.4.6.2 distributed to all news release subscribers;

1.4.6.3 distributed to all media on the Trust's media list; and

1.4.6.4 sent to all staff and trustees for further distribution at their discretion five weeks before the Council meeting.

Commented [AT9]: This is not done, but I will start doing so.

1.4.7 Public Notification

Notices will be posted on the island where the Council meeting is being held.

Commented [AT10]: Posted where? Include more info here.

Commented [DM11R10]: Each island has a notice board – clerks will know the location and its only when TC is meeting on the island.

2. Minutes

2.1 Meeting Follow-up

2.1.1 Immediate Action Items

Trust Council items requiring immediate action by people throughout the organization will be circulated by the CAO during the week following Trust Council.

Commented [AT12]: Done by Executive Coordinator, not the CAO.

Commented [DM13R12]: We usually include or delegate – so needs to be changed

2.1.2 Follow-up Action List

The Trust Council follow-up action list will be prepared by management for review at the next Executive Committee meeting prior to distribution to all trustees and senior staff within three weeks of the Trust Council meeting.

Commented [AT14]: This is not happening, currently. Should I start to?

Commented [DM15R14]: Let's discuss at management – may not be necessary now – old system was paper. Do trustees need to see it outside of the meeting?

3. Meeting Program Elements

3.1 Meeting Program

The Trust Council Meeting Program generally involves three days, comprised of workshop and information sessions, the consideration of information and decision items and opportunities for the public to address Council. Portions of the meeting may be closed to the public by resolution in accordance with Section 90 of the Community Charter.

3.2 Public Access

3.2.1 All meetings will be open to the public unless closed to the public by resolution in accordance with Section 90 of the Community Charter.

3.2.2 The Executive Committee may recommend that portions of the Trust Council meeting be closed to the public in accordance with Section 90 of the Community Charter. The Meeting Program will indicate the approximate times of the recommended closures and the general nature of the subjects to be considered.

3.2.3 The Meeting Program will include one closed session with the CAO to accommodate the discussion of matters related to Section 90 of the Community Charter.

4. Meeting Program Principles

4.1 It is intended that Trust Council will hold three of its quarterly meetings on Trust Area Islands and its December meeting in Victoria.

4.2 It is intended that all members of a local trust committee, including those who are not voting members of Trust Council, will be invited to attend and participate in Trust Council meetings and that their attendance will be given the same logistical and financial support extended to Trust Council members.

4.3 It is intended that Trust Council will include a reasonable opportunity to hear from members of the public during its quarterly meeting through formal delegations or a "town hall" session.

4.4 It is intended that Trust Council's meeting program length will be determined by Trust Council's direction as provided:

4.4.1 in the Trust's work programs;

4.4.2 in time-frames determined by resolutions for specific matters;

4.4.3 in Council's endorsement of its next quarterly meeting program at each of its meetings.

4.5 It is expected that trustees, the Executive Committee and staff will continually offer suggestions to the Chair and/or CAO for ongoing efforts to improve Trust Council's meetings.

4.6 It is expected that the Chair will use discretion in developing and adjusting the Council meeting program and wherever possible the Chair will seek the determination of Council in this regard.

C. Legislated References

Policy and Procedures Manual:

Request for Decision/Reports (2.2.1)

Meeting Procedure Bylaw No. 101 (2.2.4)

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

n/a

Commented [AT16]: Currently we hold 2 and 2.

Commented [DM17R16]: TC is not following its policy

Commented [RB18]: Curious to understand this – I'm not clear on how we would have LTC members who aren't also members of TC

Commented [AT19R18]: Neither am I. I couldn't provide an example.

Commented [DM20R18]: This is from the time that the province was holding a referendum on adding two new trustees to Salt Spring LTC. The province would not expand trust council so proposed that the two new trustees would not have voting ability on TC. The referendum failed. This just has not been updated since.

Commented [AT21]: Currently they don't endorse it but receive it for information.

REQUEST FOR DECISION

To:	Governance Committee	**For the Meeting of:**	November 3, 2025
From:	Legislative and Information Services	**Date Prepared:**	October 29, 2025

SUBJECT: **Proposed Governance Committee 2026/2027 Meeting Schedule**

RECOMMENDATION:

1. That Governance Committee adopt the proposed meeting dates of [dates] for the 2026/27 fiscal year.

2. That Governance Committee direct staff to schedule all adopted Governance Committee meeting dates as electronic meetings.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The proposed meeting dates allow for appropriate coordination of financial activities with Executive Committee and Trust Council meeting dates, and generally allows adequate time for staff and Committee members to perform their duties with appropriate care and due diligence.

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1 PURPOSE:

1 To determine the 2026/27 meeting schedule for the Governance Committee (GC); and
2 To make decisions around meeting formats (electronic or in-person).

2 BACKGROUND:

Meeting Dates
Near the end of each calendar year, Governance Committee determines its meeting dates for the next fiscal year by way of resolution. GC plans its meeting dates on a fiscal year basis rather than calendar year, aligning corporate activities with the corporate year which supports work plans and budgeting activities.

Fiscal 2026/27 is an election year, posing unique challenges with meeting scheduling. The proposed meeting schedule is developed to accommodate new trustees' orientation while maintaining a reasonable schedule for delivery of work product.

Proposed meetings dates for 2026/27 year are as follows:

PROPOSED GC DATE	ASSOCIATED EC DATE	TRUST COUNCIL DATES
Wednesday, April 29, 2026	June 3, 2026 (EC agenda deadline May 29)	June 16-18, 2026
Wednesday, July 15, 2026	August 26, 2026 (EC agenda deadline August 21)	September 9-11, 2026 (last meeting of the current term)

Thursday, October 8, 2026	October 28, 2026 (EC agenda deadline October 23)	November 12-14, 2026 (first meeting of the new term)
	November 18 EC agenda (EC agenda deadline November 10)	December 8-10, 2026
Wednesday, November 25, 2026		
Wednesday, January 13, 2027	February 24, 2027 (EC agenda deadline February 19)	March 9-11, 2027

Meeting Format

Staff are requesting that GC determine as early as possible if they wish to continue with electronic meetings for fiscal year 2026/27. Early decision making in this regard will help staff with meeting logistics and will inform budget planning for this area.

Electronic meetings create time savings for trustees who do not have to travel, time savings for staff in terms of meetings logistics (travel and catering arrangements), generates several thousands of dollars in cost savings to the organization annually, and reduces corporate greenhouse gas emissions in alignment with Islands Trust values. In addition, fully electronic meetings tend to generate higher quality meeting recordings for future public viewings.

Trust Council Bylaw 101 permits Council Committees to conduct fully electronic regular and special meetings. Section 11.11(a) states: ***"****A regular or special meeting of a Council committee or a special meeting of the Executive Committee may be conducted entirely by means of audio or audio and visual electronic communication facilities if a majority of the members of the committee have agreed by resolution that the meeting may be conducted in this way and provided the Secretary has received sufficient notice and can make the necessary arrangements."*

Due to the above cost and time efficiencies, staff recommend that GC schedule their meetings electronically for the fiscal year.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Allows for appropriate coordination of financial activities with Executive Committee and Trust Council meeting dates, and allows adequate time for staff and Committee members to perform their duties with appropriate care and due diligence.

FINANCIAL:
No financial impact associated with setting meeting dates.
Selection of all electronic meetings for 2026/27 will generate a few thousand dollars in financial savings as well as reduced greenhouse gas emissions and time savings from reduced travel. The draft 2026/27 budget will reflect GC decisions made related to this topic.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Communications with meeting administrative staff will circulate internally for purposes of planning.

FIRST NATIONS: None.

OTHER: None.

4 **RELEVANT POLICIES:**
Trust Council Bylaw 101
Trust Council Policy 2.3.1 Council Committee System

5 **ATTACHMENT(S):** None.

RESPONSE OPTIONS

Recommendations:

1. That Governance Committee adopt the proposed meeting dates of [dates] for the 2026/27 fiscal year.

2. That Governance Committee direct staff to schedule all adopted GC meeting dates as electronic meetings.

Alternatives:

1. That Governance Committee adopt the proposed meeting schedule for the 2026/27 calendar year with amendments [as directed].

2. That Governance Committee direct staff to schedule only the 2026/27 GC meeting dates of ________, ________, ________ as electronic meetings.

3. That Governance Committee direct staff to schedule all the 2026/27 GC meetings as in-person meetings.

Prepared By: Legislative Services Clerk
Reviewed By/Date: Director, Legislative and Information Services/

Active Projects Report

Governance Committee

1. *Review of Governance Report*	Responsible	Dates
Activity: Prepare Trust Council session for review of Governance Report. COMPLETED		Rec'd: 09-Nov-2023 Target: 09-Sep-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: 03-Mar-2026

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: 30-Sep-2026

Active Projects Report

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: 27-Feb-2026

Islands Trust
Governance Committee
Work Program Matrix

November 3, 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.